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Personnel

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Survey of Personnel Problems:

Company Policies on the New Draft

The Selective Service Act of 1948 became law on June 24. Certain male citizens between the ages of nineteen and twenty-six are subject to twenty-one months of active duty with the armed services. Inductions can legally begin after September 22, 1948. Employers are now faced once more with the need of setting up policies and procedures to govern these personnel losses.

This month's survey, in which fifty-eight companies participated,¹ covers the following timely questions:

(1) What type of man-power survey, if any, have you devised to determine the effect of the new draft on total labor force? (2) What plans are you making to fill vacancies created by the departure of employees for military service? (3) Have you developed new military service policies covering such practices as military leave bonuses, seniority rights, reemployment rights and protection of benefit plans?

A MAJORITY of the cooperating companies have already devised systems of determining which of those employees between nineteen and twenty-six years of age are likely to be drafted. In some companies, sufficient data are available on company personnel records to determine tentatively the number eligible for induction. The following items are necessary to conduct such a survey:

1. Total number of employees on the payroll between the ages of nineteen and twenty-six, plus their job titles.
2. Number with sufficient previous military service to exempt them from the draft.
3. Number of nonveterans who enlisted in the organ-

¹Summer vacations may account for the sharp decrease this month in the number of cooperators. Usually they total about one hundred.

ized reserves of the armed services prior to June 24, 1948.

4. Number of nonveterans who for reasons of dependency are likely to be deferred from active military training duty.

5. Number of nonveterans who, because of their employment in industry, agriculture or other occupations, or because of their activity in study, research, or medical, scientific, or other endeavors, are believed to be necessary to the maintenance of the national health, safety, or interest, and therefore deferable.¹

6. Number of nonveterans who may be deferred because of physical, mental or moral reasons.

A compilation of these data should give a company a fairly definite picture at this time of its vulnerability under the Selective Service Act of 1948.

In the cooperating companies where existent records do not reveal these items, a questionnaire survey is being made. All employees aged twenty-five or under are being asked to fill out a form covering the types of data specified above.

EFFECT OF DRAFT IS LIGHT

Cooperators who have analyzed the susceptibility of their labor force to the new draft generally feel that the total numbers affected will be relatively small. Some typical comments are:

"On the basis of incomplete returns from the plants,

¹At this time the Selective Service System has not announced what specific industries or occupations are critical. A preliminary list indicates the critical industries to be aircraft, electronics, chemicals and engineering services. Occupations listed as critical are physicists, aeronautical engineers, chemists, lead and copper miners. The criteria for the designation "critical" are that proficiency in the occupation requires two years' training, and that the supply of these people is so balanced that the draft would result in a real shortage. According to the law, such deferments as may be prescribed later on in detail by the President will be made only "upon the basis of the individual's status." This rules out the possibility of blanket or group deferments.

it appears that we will lose only a small percentage of our total employment through the draft."

* * *

"Out of a total employment of more than five hundred there are only forty employees of eligible age. Only two of these are likely to be drafted; the rest are either married or veterans."

* * *

"We made a thorough review of the employment records of employees in the groups from nineteen to twenty-five years of age to determine their eligibility for military service. The men likely to be called represent 1.25% of our total personnel, and at present do not constitute a serious problem. Unfortunately, a considerable number are apprentices in training for the skilled trades and if the emergency continues over a long period, there will be difficulties later on."

* * *

"We employ a coded index system for personnel records by means of which we can determine within a few minutes employees who will be affected. We have already done this and find that only 2.8% of our total number of current employees are eligible."

* * *

"We have not devised any system to determine draftable employees. Our present thinking is that we will be so slightly affected that we are not bothering with it."

* * *

"We consider that the number to be drafted will be relatively small. The system we will follow in determining those subject to the draft will be similar to that we had in effect during World War II. It consisted of a card system covering all employees subject to the draft within the age range and had such pertinent data as their age, marital status, number of dependents, etc."

RATE OF LOSS

The actual rate of loss of draftable employees cannot yet be determined. It is estimated that during the fiscal year starting July 1, 1948, approximately 250,000 men will be drafted. The actual number to be drafted from each state is determined "on the basis of the actual number of men in the several states . . . who are eligible for such training and service but who are not deferred after classification." The quota for each state will be credited for men already in the armed services, or who subsequently enlist in the armed services. The fact that many men might volunteer for duty rather than wait for induction will affect the draft rate. The Director of Selective Service, Major General Lewis B. Hershey, is responsible only for drafting enough men to bring the branches of the armed forces up to their required strengths.

It appears that the twenty-five-year-old group may be drafted first. However, owing to the large

numbers in this group who are exempt, certain local draft boards may get down into the nineteen, twenty, and twenty-one classes quite rapidly. Men who are in the eighteen- to nineteen-year-old group have been accepted as enlistees since July 21, 1948, for the special one-year training period. A total of 161,000 youths in this category will be accepted during the current fiscal year.

REPLACEMENT PROCEDURES

Not only are employers attempting to get a rough idea of what their possible draft losses might be, but they are also thinking of what replacement procedures they may follow. During the last war, in light of critical labor shortages, employers were using every means possible to cover the occupations vacated by men who were drafted. Duties were redistributed, promotions were made, women were added to the labor force, and persons above the maximum draft age were employed. Although the employees eligible for the new draft are much fewer in number, the labor market is still tight. Therefore, in some companies thought is being given to the replacement problem before actual inductions begin.

Of the forty-five cooperators providing data on their replacement plans twelve state that they have given little thought to the problem. Several feel that the promotional procedures spelled out in the seniority clauses of their union contracts will make a separate policy for draft replacements unnecessary. Eight cooperators say that no prior planning is contemplated because the company's losses will be so insignificant. In the remaining twenty-five companies, some tentative policies and procedures for replacing the drafted men have at least been outlined.

Sixteen of the twenty-five companies plan to fill the vacancies by successive promotions, new employees being hired from the outside for the lowest vacancies occurring as a result of such a chain of promotions. Slightly less than half of these sixteen companies specify that vacancies requiring outside recruitment will be filled predominantly by draft-exempt personnel. These companies comment:

"We will restrict hiring to men over twenty-five as far as possible."

* * *

"Since men of draft age will be siphoned off the labor market, we won't hire in that bracket."

* * *

"In the employment procedure, preference will be given to persons not immediately subject to the draft."

* * *

"Some consideration will be given to possibility of draft in the hiring of new employees."

"From now on, our selection of new employees will have to be realistic for the age groups between nineteen and twenty-five years."

* * *

"We have not set any definite policy on hiring workers over twenty-five. However, in all probability many of our employment offices will recognize this factor and will attempt to fill many of the openings from the over-twenty-five group plus the hiring of women for jobs that can be filled in this manner."

In the remaining companies planning to fill draft vacancies by successive promotions, it appears that no strict policy of avoiding the 18-26 age group will be followed. In general, executives in these companies believe that the turnover rate in this age bracket was relatively high even before the draft. Therefore, the additional turnover caused by the draft is not expected to complicate the problem materially. In addition, in many of the lesser jobs, such as messengers, clerks, and helpers, normally filled by youths of the draft-age group, the training time is brief. Therefore, even though the company may lose the man after some time, his services can be used currently. These executives say:

"We do not plan to discriminate in hiring 18-25-year olds providing their length of service appears long enough to justify hiring and training. We do plan to use care in distributing new employees vulnerable to the draft so as not to concentrate losses in any one department."

* * *

"Because we do not anticipate being seriously affected by the draft, we do not plan to concentrate our hiring in any special areas—that is, workers over twenty-five or female help."

* * *

"I do not think that we should alter our age requirements at this time to exclude hiring men between the ages of nineteen and twenty-five."

* * *

"We do not believe it will be necessary to redistribute duties in any large number of cases or to set any special age limit below which we will not hire, or, at least for the present, to return to the wartime practice of wholesale hiring of women."

Effect on Training Programs

Personnel training programs may be adversely affected by the draft. Many companies bring in high school and college graduates each year with a view toward training them for more responsible positions later on. Several companies report that some regrettable losses will occur among the ranks of these apprentices and trainees. However, at least, one top executive is planning to continue bringing in new trainees regardless of their draft status. He says: "I believe the only real way we will be hurt is that

we have looked forward so much to employing young men out of high school and bringing them up through our various departments, that our plans in this direction will be somewhat delayed. However, we do expect to continue the employment of such boys so that we will at least have a tie on them when they come back from military service and are still young."

Direct Hires

Eight of the twenty-five companies which have made tentative replacement plans are expecting to hire outsiders directly for the vacated jobs. Only two of these companies specifically say that the draft-age brackets will be avoided in the matter of replacements. Employers planning to do direct hiring comment briefly:

"When replacements must be made, they will probably be made by hiring from the outside."

* * *

"Vacancies which will be created by the departure of employees for military service will be filled in the normal way by employment from the outside."

* * *

"In most instances, we shall expect to hire a successor to the man drafted."

Redistribution

Only one company of the twenty-five cooperators is planning to redistribute existent personnel to cover the draftee's vacancy. And it is doing this for a special reason. This executive writes: "We hope to fill vacancies created by the departure of employees for military service principally by redistribution of duties. This will fit in well with our retrenchment program, particularly among expense personnel."

PERMANENT OR TEMPORARY?

When a job vacancy results from the draft, the status of the employee filling the vacancy will usually be defined. For example, when an employee is promoted or transferred to a vacated job, is his status in that job permanent or temporary? Or, if a person is hired from the outside to fill either the vacated job or a lesser job that opens up as a result of a chain of promotions, is his job status considered to be permanent or temporary?

Promoted Employees

Where a regular (or permanent) employee is temporarily promoted to the vacated job, he will be specifically informed that his status in that job is temporary in sixteen, or 64%, of the twenty-five cooperators providing data on this problem. The reason for so defining the employee's job tenure is to simplify the employer's obligation under Section 9 of the Selective Service Act. This section pertains to

the draftee's reemployment rights and specifies that a former employee who is honorably discharged shall be restored to his position or one of like seniority, status, or pay. A person who is notified that his job tenure is temporary can therefore expect that upon the draftee's return, his job may be shifted.

In two of the twenty-five companies, employees who are promoted to a draft-incurred vacancy will be considered as permanent holders of the job. Executives in these companies feel that the numbers lost to the draft will be so slight that both the drafted man and his replacement can be kept on the job. One says: "With respect to the replacement of draftees, we will fill vacancies by promotion from within the organization whenever possible. Normally such promotions will be on a permanent basis since the incidence of turnover will permit us to restore the draftee to his former job without undue difficulty." Another executive of a retailing establishment comments, "Our employment situation is so dynamic that any good employee is fairly well assured of continued tenure."

In the remaining seven companies, employees who are promoted to draft-vacated jobs will not be advised in advance that their tenure in the job is temporary. In these companies the upgraded employee will not be definitely assured that his status in the job is permanent owing to the draftee's reemployment claim to the job. However, the company at the same time will not look upon the replacement as temporary in an absolute sense. For example, an executive in one of these companies writes:

"Inasmuch as the proportion of total male employees who are likely to be called is relatively small in relation to our normal turnover rate, we feel that those of the draftees who return can be absorbed in most instances without any organized effort to develop a special plan for replacement. We intend to recommend a policy to our operating units whereby those filling vacancies will understand that they may be replaced eventually by an ex-serviceman, although their status will not be considered as temporary."

New Employees

Where new employees are brought into the company to fill vacancies created by the draft, it appears that policies similar to those governing promoted employees are followed. For example, sixteen companies report that outsiders filling vacancies will be informed in advance that their tenure in the job is temporary. Of course, some of these companies do not expect that the replacement will continue to be classified as temporary indefinitely. As one cooperator says:

"We will hire new employees as temporary employees. However, on account of the present labor shortage, very few hired will be classed as temporary at the time the veteran returns."

Four companies report that the new man will be told his job tenure is permanent at the time of hiring. Five companies do not plan to tell the new man that his job tenure is temporary, but they do intend to remind him that someone else has prior claim to his job. The reason for this is explained by one executive. He writes:

"In most instances we shall expect to hire a successor to the man drafted. In most cases we expect to try to avoid telling the newly hired successor that his job is temporary, because we believe that in the overwhelming majority of the cases the new man will have earned himself a permanent place in the company by the time the original jobholder has returned; that is, normal turnover in the lowest rated jobs is far in excess of the number of people taken by the draft."

Where a man replacing a draftee is considered to be in a temporary position, his own reemployment rights may be affected should he himself be subsequently drafted. For the act specifies that an honorably discharged employee should be restored to his former position if that position were "other than temporary." However, whether such reemployment rights would be denied to the second holder of the job because his tenure was defined as temporary would depend on the circumstances of the case. The administration of the reemployment rights section of the previous Selective Service Act placed the burden on the employer of proving that the job was "temporary."

MILITARY SERVICE POLICIES

During World War II, practically all companies established policies and procedures relating to employees who entered military service. In some cases, the policy statements were brief, reproducing merely the job protection provisions of the Selective Service Act of 1940. In other companies, the policies were somewhat lengthy, covering the effect of military absences on all other company policies and benefits. Also, many of these latter companies provided liberal monetary allowances for employees leaving for military duty.

When the war emergency ended and service in the armed forces was no longer made compulsory, many companies discontinued their military leave of absence policies. Now that a new draft law is on the books, companies are again faced with the need of setting up military service policies.

Almost half of the cooperators have not reached the stage of formulating definite policies regarding a drafted employee's rights and privileges. Twenty-one of the forty-five cooperators furnishing information report that although some thought is being given currently to the matter, no definite decisions have been made as yet.

In several of these companies, it is not expected

that additional rights and privileges will be granted to a draftee other than those required by law. These legal requirements are namely:

1. Employee honorably discharged shall be restored to his former position, without loss of seniority, or to a position of like seniority, status and pay;
2. Employee shall participate in insurance and other benefits offered by the employer in the same manner as existed for employees on furlough or leave of absence at the time the draftee was inducted;
3. Employee cannot be discharged from his position without cause within one year after restoration of job.

Employers in these companies feel that these guarantees are sufficient. Several of them say:

"We have not developed a military service policy regarding the employee's rights and privileges while he is in the armed services. His rights and privileges are those accorded by the Selective Service Act."

* * *

"Regarding our final military service policy, in general we expect to meet the legal requirements fully, which appear to be rather generous. We will probably go beyond these legal requirements only if additional experience indicates that inequities need to be adjusted."

* * *

"We have not developed any strict military service policy as the Selective Service Act of 1948 practically spells out what management must do in behalf of draftees."

Definite Policies

In those twenty-four companies where policies have been determined, two factors seem to have generally guided the policy makers. They are:

1. The specific provisions of the new law pertaining to reemployment and the benefits and rights of draftees. (See Draft Law Digest, page 390). These provisions are almost identical with those contained in Section 8 of the old Selective Service Act.
2. Company policies formerly followed for men drafted under the Selective Service Act of 1940. In general, these policies related to such items over and above the legal requirements as induction bonuses, vacation privileges, and protection of benefit plan participation.

Half of the twenty-four companies are planning to follow the same policies, over and above the legal requirements, as they did during the previous draft. That is, for the time being, they are simply extending their wartime policies. Executives in these companies write:

"We plan to treat any employee who enters service according to the same policy that we had in effect during World War II."

"While we have not gone into the matter very deeply, our feeling now is that we shall follow the same policy we did during the recent World War."

* * *

"We are carrying over to those who enlist or are drafted the same policies we had in effect during the war as regards military leaves of absence and vacation pay."

* * *

"We are planning to reinstate substantially all of the features of our wartime military service policy to apply to inductees under the new program."

The other twelve companies have made some revisions to their military leave policies relating to such matters as bonuses, vacations, insurance benefits etc. Except in a few cases, however, these new revisions are as liberal as those which formerly prevailed.

Bonus Payments

Of the twenty-four cooperators where policy decisions have been made, ten companies are planning to pay induction bonuses to men entering the armed services, while fourteen are not. Two of these ten companies, however, will restrict the payment of these bonuses only to those employees who actually are drafted, not to enlistees.

The bonuses vary in amount. Three companies will pay a man going into service a full month's pay, provided he has been with the company for a year or more. Two companies will grant two weeks' pay. Two companies will grant two weeks' pay for employees with more than a year's service, and one week's pay to employees with less than a year's service. Two companies will grant one week's pay. One additional company, while not granting a bonus at the time of induction, plans to pay an employee of one or more year's service one quarter of the difference between company pay and military pay for a period not to exceed fourteen months.

Of the fourteen cooperators not paying a bonus to inductees, three did grant such payments during the last war. Executives in these three companies feel that circumstances surrounding the current draft are sufficiently different to make induction bonuses unwarranted. Two of these executives say:

"Since July 25, 1947, our practice of giving one month's pay to those who enter military service has been discontinued and it is unlikely that this practice will be re-established."

* * *

"Most of us do not feel that we can recommend a military service bonus although we may if the trend in other companies is toward giving such a bonus. We think that hardships are a lot less on the young single men

Draft Law Digest

(Summary of the important provisions of the Selective Service Act of 1948)

Section 3—Registration

All men between the ages of 18 and 26 must register. (On July 20, 1948, the President proclaimed the registration period to be between August 31, 1948, and September 18, 1948.)

Section 4—Training and service

A. Men between the ages of 19 and 26 are eligible for the draft.

B. Length of training period—21 months. Men between the ages of 19 and 26 can enlist for 21 months.

C. Reserve service for enlistee or draftee:

For 19-25 year group

Upon completion of 21 months training, he is transferred to a reserve component of the armed forces for a period of 5 years. While a member of such reserve, he may be subject to additional training as may be prescribed by law, *unless*:

(1) He voluntarily extends active training for an additional year.

(2) He enlists in an organized unit of a reserve component for 3 years.

Upon completion of either (1) or (2) above, he is relieved from any further training except in time of war or national emergency declared by Congress.

For 18-19 year group

Upon completion of one year enlistment, he is transferred to a reserve component of the armed forces for a period of 6 years. While a member of such reserve, he may not be ordered to additional active training duty for periods longer than one month per year except in time of war or national emergency.

He may also be required to accept appointment in the organized reserve for a period of 4 years if vacancies occur and can be filled without undue hardship.

D. Employers may continue to pay wages and salaries to employees who are inducted.

Section 5—Selection

The method of selection of draft-eligibles will be determined by rules and regulations of President.

Section 6—Deferment and Exemptions

Who is exempt?

1. Persons in regular armed forces and those in diplomatic corps.

2. World War II veterans who:

a. Served 12 months or more between September 16, 1940 and June 24, 1948 (date of enactment).

b. Served more than 90 days of active duty between December 7, 1941 and September, 2, 1945.

c. Served more than 90 days but less than 12 months between September 16, 1940 and June 24, 1948 if his local board determines that he is a member of any organized unit of a reserve component of the armed forces.

3. Men who after June 24, 1948 are honorably discharged after completing 3 years or more in armed forces.

4. Men who are honorably discharged after serving 21 months (those of age 19-25) or 1 year (those of age 18-19).

5. Men who were members of National Guard or organized reserve units of the armed forces on June 24, 1948, so long as they continue membership and satisfactorily participate in scheduled drills and training periods.

6. Ministers and theological students.

Who is deferred?

1. Men enrolled in ROTC training and midshipmen (USNR).

2. Fully qualified and accepted aviation cadets who have signed an agreement of service.

3. Legislative and judicial officials of the states.

4. Men whose employment in industry, agriculture, or other occupation, or whose study, research, or medical, scientific, or other endeavors, is found to be necessary to the maintenance of the national health, safety, or interest.

5. Men with dependents,

6. Men who are physically, mentally or morally deficient or defective.

7. High school and college students.

8. Conscientious objectors—they may be inducted but will be assigned noncombatant duties.

9. Sole-surviving sons.

Section 9—Reemployment Rights

A. How does he get his job back?

1. Former employees who were drafted while employed in a position other than a temporary position, upon completion of active training duty shall:

a. Present certificate of honorable discharge and,

b. Make application for reemployment within 90 days after discharge.

2. Employer, or his successor in interest, shall restore such employee to his former position or to a position of like seniority, status, and pay, if he is still qualified to perform the duties of such position.

3. If employee cannot perform such duties by reason of service-incurred disability, he shall be restored to another position he is qualified to perform

which will approximate his former job in seniority, status, and pay.

4. Employer must reemploy draftee unless circumstances have so changed as to make it impossible or unreasonable to do so.

5. It is declared to be the sense of Congress that any person returning to his former employer shall be restored to a position in such a manner as to give him status in his employment such as he would have enjoyed if he had never been drafted.

6. Where two or more persons are entitled to be restored to the same position, the person who left such position first would have priority. The others would still have reemployment rights and would have to be given other jobs.

under twenty-five than were imposed upon our employees during the war period."

Extra Seniority

None of the twenty-five cooperators is planning to make any guarantees over and above the legal requirements regarding an employee's seniority. The law in this regard provides that, on restoration, the draftee or enlistee is entitled to whatever seniority he had when he left plus an amount equal to the time spent in the armed services.

Pay Rate upon Return

The 1948 draft law contains a clause which was not contained in its predecessor. Section 9(c) (2) states: "It is hereby declared to be the sense of the Congress that any person who is restored to a position in accordance with [. . . reemployment rights section of law] should be so restored in such manner as to give him status in his employment as he would have enjoyed if he had continued in such employment continuously from the time of his entering the armed forces until the time of his restoration to such employment."

While it is too early definitely to state how this section will be interpreted by the Secretary of Labor, through the Bureau of Veterans' Reemployment Rights, it would seem that, on the matter of pay, its intent is this: where the pay rate for the job vacated by a draftee has increased during his absence, he shall be restored to the job at its new pay rate.

None of the twenty-five cooperators in this survey who have formulated military leave policies plan to guarantee to draftees a rate of pay upon return from military service over and above the law's specifications. One of the cooperators states:

"Should wage or salary scales increase during the employee's absence, it is our practice and policy to restore the draftee to the job rather than to the rate which he

B. What about benefit plans?

1. Returned employee will be entitled to participate in insurance and other benefits, without loss of seniority, pursuant to established rules and practices relating to employees on furlough or leave of absence in effect with the employer at the time such employee was inducted into the armed forces. [Section 9 (c) (1).]

Note

These reemployment rights also pertain to any employee who *enlists* in the armed forces or the Coast Guard for not more than 3 years if such enlistment is his first enlistment subsequent to June 24, 1948. [Section 9 (g) (1) of the Act.] They also pertain to reservists of the armed forces who respond to an order or call to active duty and serve no longer than three years.

earned before he went into service. For example, if the man's job paid \$1.25 an hour when he went into the service and pays \$1.35 an hour when he returns, he would return to his old job and the new rate; or if we could not place him for any reason in his old job, we would attempt to place him in a \$1.35 job rather than a \$1.25 job."

Employee Benefit Plans

The new draft law provides that while a draftee is in service, he shall be considered as having been on furlough or leave of absence [Section 9 (c) (1)]. Therefore, he is entitled upon return to participate in insurance or other benefits offered by the employer pursuant to established rules and practices relating to employees on furlough or leave of absence in effect with the employer at the time such person was inducted.

Group Insurance

More than 85% of the cooperators with definite military leave policies and group insurance plans in effect, expect to discontinue this insurance while the man is in service. Upon his return, the employee can then reinstate himself in the plan. Several of these companies plan to continue the insurance in force for one or two months in order to give the employee an opportunity to apply for government insurance.

In the remaining 15% of the companies, any employee who avails himself of government insurance will receive from the company a monthly amount equal to that which was maintained for him under the company group life plan.

Vacation Plans

Twelve companies provide in their military leave policies that an eligible employee will receive his accrued vacation pay upon induction. In five of these twelve companies, induction bonuses are also being paid.

When a drafted employee returns to his former position, how shall his eligibility for a vacation be determined? According to the law, it shall be handled in the same manner as company vacation policies are affected by other kinds of leaves of absence or furlough. A majority of the cooperators plan to conform to the law's specification. A few companies, however, are planning to reinstate a returning veteran's vacation rights in a more liberal way than it would be handled for those who take nonmilitary leaves of absence. An executive in one of these companies says:

"Returned veterans who have sufficient accumulated service will be given vacation pay upon return from military leave, without being required to work the specified number of pay periods."

Other Benefits

Of those companies providing pension plans for employees, it appears that payments will be suspended during the draftee's absence in almost all cases. Contributions of both the employee and em-

ployer will be halted, and the funds to the credit of the employee frozen. When the draftee returns, his contributions will be resumed. However, his rights are not affected by his absence. Too, his time in service will be counted for retirement purposes just as if he had remained on the job. Of course, in some companies, an employee is not eligible to participate in the retirement plan until he reaches an age of more than twenty-six years. In these companies, therefore, the new draft law will have no effect on the established pension system.

Group hospitalization plans will also be suspended during the draftee's absence by most of the cooperators. However, three companies are planning to make arrangements so that an employee can keep his hospitalization policy in effect where that policy covers dependents.

Presently, at least one of these companies plans to carry the full expense of hospitalization insurance for the wives and dependents of its drafted employees.

JOHN J. SPEED

Division of Personnel Administration

Personnel Briefs

Ordered To Bargain on Group Insurance

A trial examiner of the NLRB issued an intermediate report on May 13 in which he ruled that the General Motors Corporation should bargain with the United Automobile Workers (CIO) before adopting a new group insurance plan. He denied, however, that the corporation had coerced its employees into signing for the increased coverage.

The group insurance plan was first introduced in 1926. The trial examiner stated that the corporation had instituted a more liberal plan in December, 1947, without consultation with the union despite a supplementary agreement with the union dated April 24, 1947, to discuss further the union's demand for a social security program. Although more than 75% of the employees signed for the liberalized plan, the union filed a refusal-to-bargain complaint against the corporation. The trial examiner held for the union and cited the recent decision of the NLRB on the Inland Steel Company. The board ruled in that case that social security benefits, including group insurance, was a compulsory subject of collective bargaining.

F. B. B.

Bottoms Up!

Free drinks are served to the employees at any time of the day by Charles Feldt Sheet Metal Works. The policy was inaugurated when the general supervisor noticed that many employees stepped out during the day for a drink. Matching the loss in produc-

tion against the cost of the drinks, the company decided to install a bar within the plant. According to Milton Sachs, general supervisor, the policy has resulted in greater efficiency and fewer labor disputes. H. S.

Free Chest X-Rays

The Carrier Corporation and the Owens-Illinois Glass Company (Dorr-Westwood Unit) are two of several companies which recently arranged free chest X-ray services for their employees. Participation was voluntary and all X-ray reports were confidential.

They Lose a Sale

Showing how high labor costs can price a manufacturer out of the competitive market, Western Gear Works points out to employees an experience of their own company. An item in a recent issue of the company's employee publication discloses that a large order for tractors "which would have meant more work for everyone" was lost to another company "only because they [the other company] were in a lower wage area, and could make these tractors for less than we could." Wages had represented well over 50% of the actual costs on which the Western Gear Works had submitted its bid. The item closes with the suggestion that "Everyone should take heed of this, for it is a sign of the times in competitive business." C. J.

Group Insurance in Union Agreements

ALONG with the third-round wage increases, unions are again demanding fringe benefits from employers. Union leaders may be encouraged to make demands for welfare funds since John L. Lewis succeeded in having the mine operators' contribution increased from ten to twenty cents for every ton of coal mined. The new UMW agreement will provide the coal miners' welfare fund with an estimated annual income of \$120 million.

The United Steelworkers of America has been discussing a benefit program with the United States Steel Corporation for several years. The union has requested sick pay, hospitalization and retirement benefits to be financed entirely by the company. The estimated cost of this proposal is more than nine cents an hour for each employee. The corporation offered a jointly paid program that would cost the company five cents an hour for each employee. Inasmuch as no agreement has been reached on the insurance program, no action was taken on this subject in the 1948 agreement. The program will be subject to negotiations again in 1949.

Over recent years there has been a steady increase in the expansion and liberalization of insurance programs for workers, but this gain has been accomplished by unilateral action of employers who are convinced of the desirability of insurance protection for employees. During the past year, unions have been requesting that these insurance programs should be incorporated in the union agreement. Many employers are opposing these demands since they believe that it deprives them of freedom of action in the event of a business depression.

NLRB RULING

On July 19, 1948, the National Labor Relations Board ruled that the W. W. Cross and Company had acted in bad faith when it refused to discuss an insurance plan proposed by the union and later instituted its revised plan. The board ordered the company to bargain collectively on group insurance programs. The decision of the board is based on the contention that group insurance and pensions come within the meaning of "conditions of employment" in the phrase "rates of pay, wages, hours and employment, or other conditions of employment. . ." in Section 9(a) of the Taft-Hartley Act. This decision is an extension of the doctrine expressed in the *Inland Steel* case which brought pensions within the scope of collective bargaining.

THE CONFERENCE BOARD has made an analysis of 373 union agreements negotiated since the Taft-Hartley Act was passed to ascertain the extent that health and welfare provisions are incorporated in union contracts. The prevalence of group insurance and paid sick-leave provisions is indicated by union affiliation, in Table 1. It will be noted that group insurance benefits occur much more frequently in CIO agreements, while paid sick-leave provisions are more prevalent in AFL contracts.

Sixty-nine, or 18.5%, of the 373 agreements contain group insurance provisions. These results are similar to the study made by THE CONFERENCE BOARD in April, 1947,¹ when it was found that approximately 15% of the contracts analyzed contained such provisions. In making the analysis, identical insurance programs negotiated by an employer with a number of unions were included as a single plan. Thirty-six different unions are involved in the sixty-nine agreements providing benefits. Among others, unions covering oil, rubber, and textile workers, steelworkers, paper makers and office employees are included.

TYPES OF PROVISIONS

The types of provisions vary from those in which all the features of the plan are included to those which simply state that the present plan will be continued and any changes to be made must be mutually agreeable to the company and the union.

Table 2 shows that thirty-four contracts or 49.1% of those that have group insurance provisions merely indicate that the existing plan shall be continued.

The following appears in an agreement between a glass company and the Building and Construction Trades Council of Kansas City and Metropolitan Area, AFL.

"It is agreed that the present pension and group insurance plans shall remain in effect and that changes in such plans must be mutually agreed to by the parties hereto."

Nine of the thirty-four agreements have clauses which require the company to assume that total cost, as illustrated in the following United Steelworkers' agreement:

"The company agrees that during the term of this agreement the existing group life, sickness and accident, death and dismemberment insurance covering the employees will be maintained at the company's expense and

¹"Features of Union Health and Welfare Funds", *The Management Record*, April, 1947, p. 81.

present practices of the company in administering the insurance shall be continued for the duration of this agreement."

In two contracts the company sets a limitation on the amount it will pay for insurance premiums. In one case the limit is fixed at a maximum of 2% of the weekly payroll. Another agreement specifies that the company will bear the full cost, which in no event shall exceed the cost in effect on the date of contract, and that it shall have full control of administering the plan.

Three of the thirty-four contracts provide for joint contributions. In one case, the employer pays 70% of the cost, in another 50%, and in the third the amount was not specified.

Of the five contracts which have provisions for additional benefits, one provides that the employer pay for Blue Cross; another adds permanent disability benefits. The remaining three agree to continue and extend the insurance coverage.

DETAILS OF PLANS

Among the twenty-five agreements which include all the features of the plan, nineteen, or 76%, are affiliated with the CIO. Of this number, thirteen are with the Textile Workers Union of America. Only four have been negotiated with AFL unions. Two are with independent unions.

Table 3 shows the comprehensiveness of the insurance programs. Most provide for life insurance (88%), accidental death and dismemberment benefits (56%), weekly disability benefits (92%) and hospital and surgical benefits (80%). Only a few give hospital and surgical benefits for dependents and medical benefits for employees.

Eligibility and Contributions

Table 4 gives all the details of the plans which are incorporated in the contract. In sixteen agreements, insurance benefits apply to all employees. In this group service requirements range from three months (three contracts) to six months (three contracts). In three contracts, benefits are provided for all hourly or daily-paid employees. One contract sets a minimum basic rate of \$30 a week for eligibility for bene-

fits. Six provide benefits only for employees covered by the agreement.

The premiums in 84% of the plans are paid for entirely by the employer. In a United Electrical contract, the life, accident and sickness insurance plans are on a contributory basis. The company agrees to pay the premiums for hospitalization and surgical benefits. Should the premiums for these two benefits exceed \$1.60 a month for each employee, the union agrees to absorb the increased cost. Four plans are paid for by joint contributions. The basis upon which employee contributions are determined may be any one of the following: a weekly or monthly flat-sum rate which may be included in union dues deduction; a percentage of the premium; or a sum varying with the salary of the employee.

Life Insurance

Life insurance is payable for death from any cause. The amount of life insurance in most cases is a flat sum which ranges from \$500 (ten agreements) to \$2000 (three agreements). In two agreements the amount of life insurance varies between \$500 and \$1,000 depending upon the length of service. One company continues group life insurance of retired employees at age sixty-five who are drawing Social Security benefits; also for permanently disabled employees with ten years' service.

Accidental death and dismemberment benefits are provided in fourteen agreements. The schedule of benefits is ordinarily the same as is provided for life insurance. The amount of the benefits vary from \$500 (eight agreements) to \$1,000 (five agreements). The full benefit is payable for accidental loss of life or of two members; one half of the principal sum is payable for the accidental loss of one member, such as a hand, foot or eye.

Sickness and Accident Benefits

Sickness and nonoccupational accident benefits are included in all but two of the twenty-five agreements. The amount of benefits varies widely under the plans analyzed. Fifteen provide uniform benefits for all covered; five graduate the amount on the basis of earnings. In uniform payment plans, the amount

varies from \$14 to \$21 a week with \$17.50 a week appearing most frequently. Graduated benefits based on earnings range from \$10 to \$27.50 a week. Seventeen plans continue benefits for thirteen weeks for one disability; two for ten weeks; one for a maximum of twenty-six weeks. Three plans do not specify

Table 1: Group Insurance and Paid Sick-leave Provisions in Post-Taft-Hartley Union Agreements

Source: THE CONFERENCE BOARD

Types of Provisions	Total		CIO		AFL		Independent	
	Number	Per Cent	Number	Per Cent	Number	Per Cent	Number	Per Cent
Group insurance.....	59	15.8	42	25.0	12	8.8	5	7.3
Group insurance and paid sick leave.....	10	2.7	3	1.8	5	3.7	2	2.9
Paid sick leave.....	42	11.3	10	5.9	23	16.9	9	13.0
Total agreements with provisions....	111	29.8	55	32.7	40	29.4	16	23.2
No provisions in contract.....	262	70.2	113	67.3	96	70.6	53	76.8
Total.....	373	100.0	168	100.0	136	100.0	69	100.0

Table 2: Group Insurance and Blue Cross Provisions Incorporated in Post-Taft-Hartley Union Agreements

Source: THE CONFERENCE BOARD

Types of Provisions	Number	Per Cent
Details of plan incorporated in agreement.....	25	86.2
Plan continued.....	17 ^a	24.6
Plan continued, company to assume cost.....	9 ^b	13.0
Plan continued, joint contributions.....	3	4.3
Plan continued, benefits added.....	5	7.2
New plan		
Will negotiate plan.....	1	1.5
Will provide plan with joint contributions.....	1 ^c	1.5
Features of plans		
Employees required to participate.....	1	1.5
Insurance dividends shared with participants....	1	1.5
Life insurance for retired employees continued..	1	1.5
Blue Cross will be provided, company to assume cost	5 ^d	7.2
Total.....	69	100.0

^aIn two contracts, company will cancel insurance coverage on employee's request.

^bHospitalization covers dependents in two contracts; in one contract, company will pay premiums not in excess of 2% of payroll; in another contract, cost shall not exceed that of prior year.

^cHospitalization and surgical benefits cover dependents.

^dHospitalization covers dependents in one contract.

Table 3: Types of Benefits Included in Twenty-five Union Agreements

Source: THE CONFERENCE BOARD

Benefits	Agreements	
	Number	% of 25 Agreements
Group Insurance		
Life insurance.....	22	88.0
Accidental death and dismemberment benefits....	14	56.0
Weekly sickness and nonoccupational accident benefits.....	23	92.0
Hospital benefits		
Employees.....	17 ^a	68.0
Dependents.....	3	12.0
Surgical benefits		
Employees.....	19 ^b	76.0
Dependents.....	2	8.0
Medical benefits.....	2	8.0
Blue Cross		
Hospitalization.....	3	12.0
Surgical benefits.....	1	4.0

^aIn one agreement, hospital benefits to be provided.

^bIn one agreement, surgical benefits to be provided.

the exact length of the period that is allowed.

Disability benefits are paid for pregnancy of women employees under twelve plans, but in these cases maximum payments are limited to six weeks.

Most agreements provide that the benefits shall not begin until the eighth day in the event of illness, but that payments start immediately in case of accident.

Eight contracts (seven with the Textile Workers Union of America, CIO) contain a clause whereby it is agreed that benefits will be reduced in the event that a state or federal law duplicates any coverage in the contract. The following is a typical clause:

"Should any federal or state social security law be enacted and put into effect during the period of this

agreement, providing benefits like any of those contained herein and imposing the cost thereof upon the employer, then and to that extent only shall such benefit provided herein become inoperative and canceled in the policy of insurance and the employer shall be relieved of the cost thereof in order to avoid duplication of insurance costs."

Hospital Benefits

Two different methods are used to finance hospital benefits. Under the one, used in plans underwritten by insurance companies, the employees who are hospitalized receive a specified amount of money for daily room and board. Seventeen of the twenty-five plans use this type of hospitalization. The amount of the daily benefit ranges from \$4 to \$8 a day. For a continuing disability, the maximum room and board benefits granted are thirty-one days under most plans. In addition to room and board benefits, all but two of the seventeen agreements provide an additional amount for incidental expenses. This sum usually represents an amount equivalent to five times the daily benefit. Three plans, however, provide ten times the daily benefit.

Only five of the seventeen insured plans provide maternity hospitalization benefits for women employees. In these cases, benefits are paid for varying periods ranging from ten to fourteen days. Three plans cover hospitalization benefits for dependents; two of them include maternity benefits for wives, and the third covers hospitalization and surgical benefits for dependents as well.

Some unions are not in favor of the insured type of hospital benefits because, under present conditions, they do not believe that the amounts provided will cover the cost of hospitalization. They prefer the type of hospital benefit provided under the Blue Cross, which provides service rather than cash benefits. Three plans provide hospital benefits underwritten by Blue Cross as a supplement to the company group insurance plan.

Surgical Benefits

Surgical benefits are provided under nineteen plans for employees and only two for employees' dependents. The provisions covering surgical benefits are quite uniform. A schedule of payments for specified operations is compiled by the insurance company. The employee is reimbursed only for the actual surgical fees up to the amount listed in the schedule for that particular operation. The maximum fee for the most difficult operation is \$150 under most plans.

Two agreements provide for medical benefits. A fee of \$2 for office visits and \$3 for home visits is allowed. In one case \$150 is the maximum; in the other the number of calls is limited to fifty. Payment begins with the first call in case of accident; in case

TABLE 4: PRINCIPAL FEATURES OF TWENTY-FIVE INSURANCE PROGRAMS NEGOTIATED THROUGH COLLECTIVE BARGAINING

Source: THE CONFERENCE BOARD

Labor Organization	Eligibility Requirements and Employee Contributions to Plan	Life Insurance	Accidental Death and Dismemberment Benefits	Weekly Accident and Sickness Benefits	Hospital and Medical Benefits	Surgical Benefits
CIO						
Textile Workers Union of America, agreement with: Employers' association...	All employees No contributions	\$500	\$500	\$17.50 w. 13 w. ¹ Pregnancy 6 w.	\$7 d., 31 d. Incidental expenses, \$35. Medical, \$3 visit (home or hospital), \$2 (office) ² \$150 maximum	\$150 max.
Individual company....	All employees No contributions	\$500	\$500	\$17.50 w. 13 w. ¹ Pregnancy 6 w.	\$7 d., 31 d. Incidental expenses \$35	\$150 max.
Individual company....	All employees No contributions	\$500	\$500	\$17.50 w. 13 w. ¹ Pregnancy 6 w.	\$7 d., 31 d. Incidental expenses \$35	\$150 max.
Individual company....	All employees No contributions	\$500	\$500	\$17.50 w. 13 w. ¹ Pregnancy 6 w.	\$7 d., 31 d. Incidental expenses \$35	\$150 max.
Individual company....	All employees No contributions	\$500	\$500	\$17.50 w. 13 w. ¹ Pregnancy 6 w.	\$7 d., 31 d. Incidental expenses \$35	\$150 max.
Individual company....	All employees No contributions	\$500	\$500	\$17.50 w. 13 w. ¹ Pregnancy 6 w.	\$7 d., 31 d. Incidental expenses \$35	\$150 max.
Individual company....	All employees, 3 months' service No contributions	\$500	\$500	\$20 w. 13 w. ¹ Pregnancy 6 w.	\$7 d., 31 d. Incidental expenses \$50. Maternity 14 d.	\$150 max.
Individual company....	Employees covered by agreement and dependents No contributions	\$1000		\$20 w.	For employees and dependents, \$5.50 d. Incidental expenses \$55. \$55 maximum maternity benefit for dependents	\$150 max.
Individual company....	Employees covered by agreement No contributions	\$500	\$500		\$7 d. 75 d. Incidental expenses \$35. Less workmen's compensation	\$150 max.
Individual company....	All employees Contributions: 88 cents per week including union dues	\$2000		60% straight time pay, ¹ 10 w. Pregnancy 6 w.	\$8 d., 31 d. Maternity 10 d. Incidental expenses \$40	\$150 max. Dependents covered
Individual company....	All employees, 3 months' service No contributions	\$1000		\$15.75 w. or \$2.25 d., 10 w. ³ 12 w. max. for 1 yr.	Blue Cross	
Individual company....	Employees covered by agreement, 30 days' service No contributions	\$500 for 30 d. service to \$1000, 20 yrs. ⁴	Amount equal to life insurance	50% average weekly earnings for quarter; \$13 minimum to \$20 ¹ 26 w. Pregnancy 6 w.	Benefits for employee, wife or husband, and children \$6 d., 31 d. Incidental expenses \$60. \$65 maternity. Medical: \$3 visit (home or hospital) \$2 (office). ⁵ Maximum 3 calls per week or 50 calls for 1 disability	\$150 max.
Individual company....	All employees whose basic rate is \$30 week or more No contributions	\$500		\$14 to \$21 w. ¹ 13 w. ⁶	\$4 d., 31 d. Incidental expenses \$20. Maternity 14 d.	\$100 max.
United Electrical Radio and Machine Workers of America, agreement with: Individual company....	Employees covered by agreement No contributions	\$2000		\$15 w.	\$4 d. Incidental expenses \$20	\$150 max.
Individual company....	Employees who authorize weekly contribution in writing. Employee contribution: balance of premium beyond \$1.60 per month for hospitalization and surgical benefits	\$1000	\$1000	\$12.50 to \$27.50 w. ¹ 13 w. ⁷ Pregnancy 6 w.	Blue Cross	Blue Cross
Individual company....	All hourly paid employees Employee contributions equal 1/3 premium or 70 to 94 cents per month; amount based on salary	\$750	\$1000	\$10.50 to \$21 w. ^{1,8}		
United Paperworkers of America agreement with: Individual company....	All employees 6 months' service No contribution	\$1000	\$1000	\$21 w. 13 w.	\$6 d., 31 d. Incidental expenses \$60	\$150 max.

Labor Organization	Eligibility Requirements and Employee Contributions to Plan	Life Insurance	Accidental Death and Dismemberment Benefits	Weekly Accident and Sickness Benefits	Hospital and Medical Benefits	Surgical Benefits
United Paperworkers of America agreement with: Individual company.....	All employees, 6 months' service No contributions	\$1000	\$1000	\$21 w. ¹ 13 w.	Group hospitalization insurance to be provided	Group surgical insurance to be provided
United Steelworkers of America agreement with an individual company	All employees, 3 months' service No contributions	\$2000		\$20 w. ¹ 13 w.	Employees and dependents	Employees and dependents
AFL United Textile Workers of America, agreement with: Individual company.....	Employees covered by agreement No contributions			\$14 w. ¹ 13 w.	\$4 d. up to time specified in insurance contract	\$125 max.
Individual company.....	All employees No contributions	\$750	\$1000	\$15 to \$21 w. ¹ 13 w. ⁹		\$150 max.
International Brotherhood of Papermakers	All permanent, full time employees, 6 months' service	\$500, 6 mo. ¹⁰ service to \$1000, 5 yrs.				
International Brotherhood of Pulp, Sulphite and Paper Mill Workers agreement with individual company	No contributions					
International Printing Pressmen and Assistants Union of North America, agreement with an employers association	Active union members employed 2 days per week 13 weeks. Press room workmen. No contributions			66 2/3% pay based on 40 hrs. ¹ Maximum \$60 w. 13 w.		
Independent Independent Textile Association, agreement with an individual company	All employees No contributions	\$500	\$500	\$17.50 w. ¹ 13 w. Pregnancy 6 w.	\$7 d., 31 d. Incidental expenses \$35	\$150 max.
Employees Protective Association, agreement with an individual company	Employees hired by hour and day, 6 months' service Contributions: 10 cents w. or 45 cents mo. to 25 cents w. or \$1.10 mo. based on earnings			\$10 to \$25 w. ¹¹ 13 w. Pregnancy 6 w.		

¹Beginning 1st day for accident, eighth day for sickness.

²Beginning with 1st visit for accident, second call for sickness.

³Beginning eighth day for accident or illness.

⁴Insurance continued for retired employees.

⁵For employees only. Beginning with fourth call. No benefits for dental or optical work, or pregnancy.

⁶If employee's basic rate is from \$30 to \$39.99 week benefit is \$14.50 w.; \$40 to \$49.99, benefit is \$17.50 w.; \$50 or over, \$21 w.

⁷If employee's weekly earnings are less than \$30, benefit equals \$12.50 w.; \$30 to \$39.99, benefit equals \$17.50 w.; \$40 to \$49.99, benefit is \$22.50; \$50 or more, \$27.50.

Earnings—40 hours	Contributions	Benefits
Less than \$25.....	70¢ mo.	\$10.50 w.
\$25-\$34.99.....	78¢ mo.	14. w.
35-44.99.....	86¢ mo.	17.50 w.
45 and over.....	94¢ mo.	21. w.

Earnings	Benefits
Less than \$30 w.....	\$15 w.
\$30 to \$35.99 w.....	\$18 w.
\$36 w. or over.....	\$21 w.

¹⁰Discontinued contributory plan; all participants in contributory plan are insured for maximum amount.

¹¹Hourly earnings Basic weekly Contributions Benefits

Under 63¢	Under \$25....	10¢	45¢	\$10 w.
63¢-87½¢	\$25-\$34.99....	15¢	65¢	\$15 w.
88¢-\$1.12½	\$35-44.99....	20¢	90¢	\$20 w.
Over \$1.12½	\$45 and over....	25¢	1.10	\$25 w.

of sickness payment starts with the second call under one agreement and with the fourth call in the other.

JOINT ADMINISTRATION

A clause which appears in six of the agreements made with the textile workers specifies that "the insurance certificate to be furnished to employees shall state on its face that the insurance benefits are pursuant to and in accordance with the agreement between the Textile Workers Union of America, CIO, and the mill."

In these six contracts the procedure for distributing benefit checks is outlined as well. This procedure varies, however. One agreement provides that the carrier shall send checks directly to employees with notification to the union and the company. One provides that the employer will receive checks first and then give them to the union for distribution. In two

others, checks go to the union which mails them to employees. One provides for joint distribution by employer and union. In all of these cases, the company pays the full cost of the insurance program.

Five of the contracts specifically state that disputes over claims are subject to grievance procedure and arbitration. This procedure, however, shall not be used for the purpose of permitting the company to reduce benefits.

EXCLUSION OF PLANS FROM CONTRACTS

One group of four contracts mentions nothing about the provisions of the plan nor do they specify that the plan will be continued, but they do insert a clause which will prevent any discrimination against union members. The following two excerpts are illustrative of these clauses:

"Membership in any organization shall not affect the

status of employees with respect to benefits derived or to be derived by any or all employees from any employee benefit plans." (independent union).

* * *

"Any benefit or benefits, which shall be considered as separate items, different from or more favorable than those contained in this agreement received by maintenance or production employees other than employees covered herein, or other than office, clerical, executive or supervisory employees (second hands and up) shall be simultaneously effective for all employees covered by this agreement to the extent that they are more favorable than or different from those provided herein and shall be in addition to the provisions of this agreement." (Textile Workers Union of America, CIO).

In the complete study of 373 contracts, there were only four that specifically stated that the benefit programs were exclusively a part of company policy. Examples of this type of clause are given below. The following is one from a contract with the American Flint Glass Workers' union of North America, AFL:

"It is the intention of the company to continue all existing benefits for the welfare of its employees not inconsistent with this agreement in so far as it is practicable, but it is understood that the benefits granted are purely voluntary on the part of the company and may be changed by the company in whole or in part, or completely withdrawn when in its judgment such action becomes necessary after notice to and consultation with the union."

A contract with the United Mine Workers of America states:

"The company has now in effect the following welfare plans, copies of which are attached: Recognition of Long Service Employees Plan, Pension Plan, Disability Wage Plan, Voluntary Compensation Plan, Group Life Insurance Plan and Group Accident and Sickness Insurance Plan. The execution of this agreement shall have no effect whatsoever on the company's welfare plans."

A chemical company agrees to discuss necessary changes with the union but retains the right to make the final decision.

A rubber company with an extensive insurance program gives information about employee benefits but again reserves the right of determining what the program shall be. The following article is quoted from one of their contracts.

"EMPLOYEE BENEFIT PROGRAMS

"Section.1

"As soon as possible, announcement will be made to employees of revised and extended employee benefits connected with the group life insurance and group hospitalization insurance programs. Study is being undertaken with a view toward providing more adequate group sickness and accident insurance.

"Section 2

"Before further changes in the company group insurance programs are announced to the members of a bargaining unit the local union officers will be informed. If desired, an explanation of the changes will be made to the union committeemen.

"Section 3

"Employee participation in these programs shall remain on a voluntary basis.

"Section 4

"The determination of these programs is reserved to the company."

These clauses indicate that in a few companies the employer is willing to discuss benefit programs with the union. However, the continuation and administration of the plan remain a matter of company policy without being subject to union negotiations.

ARAX SIMSARIAN

Division of Personnel Administration

Management Book Shelf

Survey of Personnel Practices in Los Angeles County—

Practices of employers in Los Angeles County related to work schedules, premium pay, incentive pay, wage schedules, job evaluation plans, holiday pay, shift differentials, and union representation. The data are tabulated according to type of industry or business and are provided for both hourly and salaried workers. *Compiled by Richard O. Sensor and Mary Faith Martin, Bulletin No. 14, Industrial Relations Section, California Institute of Technology, Pasadena, California.*

Accounting Methods for Local Unions—A handbook of simple accounting systems and forms suitable for use by unions. *By Robert H. Sexton and Herbert G. Heneman Jr., Industrial Relations Center, University of Minnesota, Minneapolis.*

Why Men Work—Material rewards or promises of security and future benefits in themselves are not the factors which induce us to work willingly and well. According to the author, we have to depend on further research to find the greatest common denominator in such examples as we have had of good teamwork in business and industry. What this common denominator may be is suggested in the following passage: "If we want workers to work as a team, to work willingly and well, we must give them the right to think. We must enable them to know the facts needed for intelligent thinking. We must welcome the expression of their thinking and let management decisions be influenced by it. We must even delegate some decisions directly to the workers; for instance, decisions on all phases of safety, on some or all phases of house rules and discipline, on many phases of technological changes." Mr. Heron's presentation is a stimulating challenge to business leaders. *By Alexander R. Heron. Stanford University Press, 1948. \$2.75.*

Cherry-Burrell Rates Salesmen's Performance

SALES MANAGERS have generally been indifferent, even skeptical, about using merit rating to evaluate salesmen's performance. In a Conference Board study covering 3,039 manufacturing companies,¹ fewer than 8% of the companies indicated that they had rating plans for salesmen (compared with 25.5% rating clerical workers, 30.8% rating factory workers and 18.7% rating supervisors). Sales executives are likely to believe that because salesmen's activities are usually performed outside the office, unobserved by supervisors or managers, a rating plan for salesmen would consist largely of guesswork and vagueness.

They are in rather general agreement, however, that sales volume or quota attainment are easily measurable and provide a sufficient index to salesmen's performance.

Cherry-Burrell Corporation is not in agreement. The company tried the volume method of measuring performance for many years and is in a position to state with some conviction that it leaves a lot to be desired. Consequently they have completely revised their old plan and have adopted one which they feel is an accurate evaluation of their salesmen's overall activities. This has been done in spite of the fact that most of their salesmen operate in territories situated away from a central office and perform a large number of duties which are not usually considered to be direct selling. Before going into details of the plan, it would be appropriate first to give a brief outline of the company's history.

THE COMPANY'S BACKGROUND

Cherry-Burrell Corporation, Chicago, manufactures and distributes a wide range of dairy and food plant equipment and supplies. Sales operations are carried on through sixteen branches in the United States and Canada and through a number of distributors. Starting in 1928, nine companies merged to form the Cherry-Burrell Corporation. While the basic jobs of the salesmen in each of these companies were somewhat alike, the men's individual duties were often dissimilar because of the diversity of the products they handled and the differences in territorial characteristics. Prior to the merger each company had its own type of compensation plan.

In the interests of unification, an engineering firm was employed to standardize the salesmen's compensation plan. This plan was revised twice between

1933 and 1946. The second revision had many good points, one of which was simplicity. But it was based on gross profit returned from the territory assigned to the salesmen. Compensation was related to gross profit credits by means of a falling curve which placed a certain dollar value on the first 100 units acquired and a decreasing value as they accumulated. The falling curve was intended to assist men who had low territory potentials. Actually, however, it had the effect of placing a much smaller value on the business which salesmen got at the end of the year compared to the beginning of the year. It also penalized the best salesmen as their gross profit credits increased. As a result, when prices increased during the war period, the salesmen's compensation did not increase proportionately and a number of good salesmen left the company to go into business for themselves or to go with competitors.

SALES FORCE CONTRIBUTES IDEAS

Early in 1946, the management set out to revise the compensation plan, attempting to retain the good points of the old one and to overcome its faults. A series of meetings was held with the company's sales representatives. The men were encouraged to state freely what they liked in the old plan, what they would like to have added in the new plan and, through a secret ballot, how much they thought they should earn at various levels of gross profit. The sales representatives were in markedly close agreement on what constituted fair compensation at various levels of gross profit attainment and also on the amount of incentive pay they should earn for the satisfactory performance of other duties. And it was felt the salesmen had made valuable contributions to the development of the new plan.

In addition to criticizing the falling curve method of translating gross profit to compensation, another important objection raised by many of the sales representatives was that territory gross profit was the sole means of measuring all of the sales jobs in the company. In reality, the actual duties of individual salesmen were often quite dissimilar in many respects. Salesmen in outlying areas were required to provide considerable technical advice to customers while urban salesmen could have a staff engineer handle this phase of the job. Some salesmen were required to supervise the installation and maintenance of equipment sold while other salesmen could turn over this work to staff specialists. Some salesmen could make only two or three effective calls a day because of

¹See Table 33, *Studies in Personnel Policy*, No. 86, "Personnel Activities in American Business." (Revised) November 1947.

territorial characteristics, while others could easily make eight to ten. Some salesmen worked in territories which could normally be expected to yield \$25,000 in gross profit, while other salesmen worked in territories which could yield more than \$50,000. It was pointed out that if two men attained the same level of gross profit under the old plan, they would be paid the same salary regardless of the fact that one man might have attained that gross profit largely through superior, unaided effort in a difficult territory whereas another might have had considerable assistance, coupled with a greater opportunity, in attaining the same amount.

Recognition of the variation in duties of sales representatives led directly to recognition of the quality of the sales representative's performance in carrying out such duties as assisting in the installation of machinery, handling daily reports and submitting orders. In some cases, it was possible for a sales representative to expend mediocre effort and still attain the same level of gross profit return as another man who worked with great diligence and effort.

Another important criticism of the old plan was that it did not satisfactorily provide for split sales. Under the old plan, if sales were made by a representative in one branch and the merchandise involved was shipped into the territory of another branch, the billing branch received all of the gross profit credit. The sales representative into whose territory the order was shipped received a small token credit. The difference in credit was often inequitable, especially if the man receiving the token credit was obliged to do 75% of the total selling job because of the time he might spend supervising installation of the equipment and giving other technical advice to the customer.

THE NEW PLAN

These suggestions and others were evaluated and coordinated in a series of meetings attended by a committee of top management, sales management, branch managers and sales representatives. The meetings concluded with the adoption of the following objectives:

1. To pay each man in direct proportion to the profit his efforts return to the company.
2. To recognize and reward each man in direct ratio to his performance of those duties which are not measurable in terms of profit.
3. To recognize territorial differences and to compensate each man accordingly.
4. To eliminate internal competition and to make co-operation profitable.

Some may claim that these objectives are not particularly noteworthy since they also represent the thinking of a large segment of sales management.

What makes the above goal significant is that Cherry-Burrell has attained it through the development of its new performance rating and compensation plan.

Three Factors Determine Compensation

There are three major factors which determine total compensation:

1. QUANTITY of the job.
2. QUALITY of the job.
3. DIFFICULTY of the job.

Although the purpose of this article is primarily to describe the manner in which Cherry-Burrell rates the quality of the sales representative's performance, it is obviously difficult to isolate that phase from the entire program. Consequently, only a very brief description of the *quantity* and *difficulty* evaluation is shown below. Those interested in knowing more about this latter part of the program are urged to read a recent Conference Board report¹ which covers these two aspects in greater detail.

Quantity of the Job

Gross profit measures the quantity of the job. The plan defines gross profit as follows: on products manufactured by Cherry-Burrell Corporation, gross profit is the difference between selling price and factory cost; on other merchandise sold by the company, gross profit is the difference between Cherry-Burrell's selling price and the price paid by Cherry-Burrell. Gross profit is also derived from commission on direct billings to Cherry-Burrell customers by outside concerns.

In no case is gross profit reduced by sales costs, administrative costs or bad debts.

Each sale consists of two major parts: presale effort and postsale effort.

The presale effort constitutes effective calling upon the operating headquarters of the customer's organization. The presale effort is not completed until goods are shipped, billed and accepted. The postsale effort constitutes contact and follow-up at the place where the merchandise is used.

Equal shares of the gross profit on any transaction are automatically available for each of the two efforts, but are credited only upon completion of satisfactory performance.

The branch manager recommends for or against assignment of available presale and postsale credit. The branch manager's recommendation is subject to final approval by the general office.

It is possible for one man to earn both presale and postsale credits. In other cases, presale and postsale credits may be earned by different individuals. If more than two individuals contribute to a trans-

¹*Studies in Business Policy*, No. 31, "Measuring Sales Performance." National Industrial Conference Board, July, 1948.

the varying importance of the statements. In weighting the three main groups it was decided after considerable discussion that they bore a four-three-two relationship to each other. That is, the committee ranked the three main factors and agreed that technical knowledge was most important. They gave it a tentative weight of four. They similarly agreed that self-organization was next in importance and assigned a weight of three to that group. They placed routine duties last in the ranking and gave it a weight of two. To facilitate later computations, this ratio was applied to a total base of 1,000 which gave technical knowledge a weight of 445, self-organization 333, and routine duties 222, as shown in Table 1, Col. 6.

Having assigned relative weights to each of the three main groups, the next problem was to assign relative weights to the various statements within each group. As a base of 1,000 had been selected upon which to establish the relative weights of the three main groups, the company chose a base of 100 upon which to establish the relative weights of the statements within each group. (See Table 1, Col. 4.)

Importance of Technical Knowledge

Special significance was placed on the importance of a sales representative's application of technical knowledge—the first subgroup under technical knowledge—consisting of a single statement, (see evaluation form, part I) it carried the highest value of any statement or group of statements in the entire rating program. In relation to other parts of the first group, it had a potential value of 75% of the entire group; in relation to the entire quality rating program, it had a potential value of one third the highest possible score—1,500. (This latter score is actually theoretical. In order to attain it, a man would have to receive a perfect rating on each of the 130 statements.)

Each of the subsequent 129 statements was assigned a weight falling between one and five inclusive, as shown in Table 2, Col. 4.

Conducting the Ratings

Branch managers conduct the rating of their respective salesmen. But in order that individual ratings be uniform, a management representative from the general sales office attends all branch office ratings to act as a guide or observer and to see that the rating standards are followed. In addition, the raters invite branch office specialists to participate in certain phases of the ratings to assure fairness and accuracy. In rating a man on technical knowledge, for example, the branch engineer and the service manager are consulted. In rating a man on how accurately and completely he writes his orders, the raters consult the order editor and credit man.

Table 2: Computation of Individual Scores

Source: Cherry-Burrell Corporation

(Boldface figures indicate individual scores written in by the rater.)

Merit Rating Statements (Col. 1)	State- ment Num- bers (Col. 2)	Score (Rat- ing) (Col. 3)	Weight of State- ment (Col. 4)	Prod- uct (Col. 5)
Part I—Technical knowledge				
A. Application of technical knowledge	1	7	1	7
B. Installation.....	2	8	1	8
	3	5	1	5
	4	8	1	8
	5	11	1	11
	6	11	1	11
	7	2	1	2
	8	5	1	5
	9	8	1	8
	10	11	1	11
	10	8	1	8
Subtotal.....			10	77
Weighted average.....				7.7
C. Follow-up.....	11	6	1	6
Part II—Self-organization				
A. Territorial coverage.....	1	8	5	40
	2	10	5	50
	3	8	3	24
	4	8	3	24
	5	8	4	32
	6	1	2	2
	7	8	1	8
	8	5	1	5
	9	8	2	16
	10	8	1	8
	11	8	1	8
	12	12	2	24
	13	8	5	40
	14	2	1	2
	15	8	1	8
	16	2	1	2
	17	6	3	18
	18	8	4	32
	19	6	4	24
	20	8	4	32
	21	9	5	45
	22	8	2	16
	23	11	3	33
	24	8	3	24
	25	8	3	24
	26	7	4	28
	27	5	4	20
	28	8	2	16
	29	8	4	32
Subtotal.....			88	637
Weighted average.....				7.7
B. Expenses.....	30	8	1	8
	31	8	1	8
	32	10	3	30
Subtotal.....			5	46
Weighted average.....				9.2
C. Public relations.....	33	11	1	11
	34	5	1	5
	35	14	2	28
	36	8	1	8
Subtotal.....			5	52
Weighted average.....				10.4
D. Company policy.....	37	14	1	14
	38	14	1	14
	39	11	1	11
	40	5	1	5
	41	6	3	18
	42	10	1	10
	43	10	1	10
	44	10	1	10
Subtotal.....			10	92
Weighted average.....				9.2

action, the credit for either effort may be shared. In still other instances, one or more men may earn credit for either one of the two efforts, with credit for the other effort remaining unassigned, in whole or in part.

Following the fiscal year ending October 31, the total gross profit derived from any or all of the above sources is computed for each representative. This total gross profit is expressed in units, each of which is the equivalent of a number of dollars of gross profit. As shown in chart (p. 405), the old falling curve has been supplanted by a straight line graph in converting gross profit units to dollars. Payment in dollars for the quantity of the job is computed by subtracting the figure of two hundred from the total number of gross profit units.

DIFFICULTY OF THE JOB

When each representative is rated for quality, or when circumstances dictate, the territory to which he is assigned is analyzed and measured. Five factors are considered. These are: distance from the branch, competition, size of the territory, travel conditions, and potential gross profit. The rating for each is expressed in a percentage figure. The sum of the five percentage figures equals the total percentage for difficulty. Payment for difficulty is determined by

taking the above total percentage of an established figure of \$750, except when the quality score is below six hundred, as explained in the note on Table 3.

QUALITY OF THE JOB

In order to comply with the sales representatives' suggestions to recognize differences in the quality of their respective performance, it was first necessary to describe the job of a Cherry-Burrell representative in detail. The company management was immediately faced with the question of whether it would be possible to analyze the job of a salesman in San Francisco, for example, and one in New York, and still have the results of the evaluation comparable and equitable. In order to find out, three representatives of sales management sat in on the interpretation and analysis of the selling job in the Chicago branch with the idea of standardizing their thinking so that they could, separately, visit all branches and make their individual analyses on the same basis. As a check, however, the three men met frequently to be sure that they were thinking alike in the analysis and description of their company's selling job.

The Job Description

As a result of their work, the quality of the Cherry-Burrell sales representatives' performance was finally described in 130 statements, as shown in the accompanying evaluation form. Statements rather than questions were decided upon in rating each man's performance so that the evaluation might have a positive rather than a negative approach. These statements represent the complete service which the company feels should be given to their customers. The statements are divided into three main groups. The first, consisting of eleven statements, relates to the man's technical knowledge, and is in turn divided into three subgroups called application of technical knowledge, installation and follow-up. The second main group, consisting of seventy-six statements, is related to self-organization and is divided into eight subgroups called territorial coverage, expenses, public relations, company policy, personal characteristics, equipment upkeep, cooperation and sales integrity. The third main group, consisting of forty-two statements, is related to routine duties and is divided into four subgroups called order writing, correspondence, complaints and reports.

Great care was taken by the company to make certain that the final selection of 130 statements included, in their opinion, a complete description of the duties which their men might be asked to perform at one time or another.

Weighting the Factors

The next important step was the assignment of weights to the merit rating form in order to recognize

Table 1: Tabulation of Merit Rating

Source: Cherry-Burrell Corporation

(Col. 1)	Statement Numbers (Col. 2)	Weighted Score Average (Col. 3)	Multi- ply By (Col. 4)	Prod- uct (Col. 5)	Multi- ply By (Col. 6)	Prod- uct (Col. 7)
Part I—Technical knowl- edge						
a. Application of tech- nical knowledge.....	7	75	525
b. Installation.....	1-10	7.7	10	77
c. Follow-up.....	11	6	15	90
Total	(100)	.692	445	308
Part II—Self-organiza- tion						
a. Territorial cover- age.....	1-29	7.7	45	347
b. Expenses.....	30-32	9.2	5	46
c. Public relations....	33-36	10.4	5	52
d. Company policy....	37-44	9.2	10	92
e. Personal charac- teristics.....	45-47	10.8	5	54
f. Equipment upkeep	48-50	11.6	5	58
g. Cooperation.....	51-72	9.5	20	190
h. Sales integrity.....	73-76	8.8	5	44
Total	(100)	.883	333	294
Part IV—Routine duties						
a. Order writing.....	1-14	6.4	25	160
b. Correspondence....	15-18	8.2	20	164
c. Complaints.....	19-28	9.7	30	291
d. Reports.....	29-42	7.1	25	178
Total	(100)	.793	222	176
				Total		778

Note: Boldface figures indicate individual scores written in by the rater.

Table 2: Computation of Individual Scores—
Continued

Merit Rating Statements (Col. 1)	State- ment Num- bers (Col. 2)	Score (Rat- ing) (Col. 3)	Weight of State- ment (Col. 4)	Prod- uct (Col. 5)
E. Personal characteristics.....	45	12	1	12
	46	10	3	30
	47	12	1	12
Subtotal.....			5	54
Weighted average.....				10.8
F. Equipment upkeep.....	48	11	2	22
	49	12	1	12
	50	12	2	24
Subtotal.....			5	58
Weighted average.....				11.6
G. Cooperation.....	51	11	5	55
	52	11	5	55
	53	10	4	40
	54	10	4	40
	55	10	3	30
	56	1	2	2
	57	8	2	16
	58	12	4	48
	59	10	4	40
	60	5	3	15
	61	11	5	55
	62	1	2	2
	63	14	1	14
	64	11	4	44
	65	11	2	22
	66	7	2	14
	67	8	2	16
	68	11	2	22
	69	8	1	8
	70	10	3	30
	71	10	3	30
Subtotal.....			63	598
Weighted average.....				9.5
H. Sales integrity.....	72	10	1	10
	73	8	1	8
	74	8	1	8
	75	10	1	10
	76	8	1	8
Subtotal.....			5	44
Weighted average.....				8.8
Part III—Routine duties				
A. Order writing.....	1	8	5	40
	2	8	5	40
	3	7	5	35
	4	8	4	32
	5	7	2	14
	6	7	1	7
	7	8	3	24
	8	3	5	15
	9	5	2	10
	10	5	4	20
	11	7	2	14
	12	4	3	12
	13	2	1	2
	14	10	1	10
Subtotal.....			43	275
Weighted average.....				6.4
B. Correspondence.....	15	8	4	32
	16	8	4	32
	17	10	1	10
	18	8	1	8
Subtotal.....			10	82
Weighted average.....				8.2
C. Complaints.....	19	8	1	8
	20	10	1	10

Table 2: Computation of Individual Scores—
Continued

Merit Rating Statements (Col. 1)	State- ment Num- bers (Col. 2)	Score (Rat- ing) (Col. 3)	Weight of State- ment (Col. 4)	Prod- uct (Col. 5)
	21	8	1	8
	22	8	1	8
	23	9	1	9
	24	10	1	10
	25	10	1	10
	26	10	1	10
	27	10	1	10
	28	14	1	14
Subtotal.....			10	97
Weighted average.....				9.7
D. Reports.....	29	5	5	25
	30	8	4	32
	31	1	3	3
	32	1	2	2
	33	2	1	2
	34	2	1	2
	35	8	3	24
	36	9	5	45
	37	8	4	32
	38	5	3	15
	39	14	3	42
	40	5	3	15
	41	11	5	55
	42	8	5	4
Subtotal.....			47	334
Weighted average.....				7.1

Because of the weight and significance attached to application of technical knowledge, a special technique is used in rating men on this point. Statement A (evaluation form, Part I) is first applied to all sales representatives (in one branch office) as a group. That is, the question is asked: "Do all of our branch representatives meet this qualification?" Assume, for illustration purposes, that the answer is "yes." Then statement B is applied to the group as a whole in a similar manner. In this case, however, it may be decided that two representatives fail to measure up to statement B although they meet the qualifications of A. Continuing with the rating of Part I, it may be found that of those who qualified for B only two qualify for C and none for D or E. (It should be noted that very few men actually meet the qualifications for D or E since these latter statements more nearly describe the qualifications of the branch engineer as far as technical knowledge is concerned.) Next, the raters rank, then score the men in each category. In rating men as a group and then ranking them individually according to the qualifications set forth in each statement, the company feels that they gain in clarity of thinking about the men's individual ratings and that there is greater accuracy in assigning individual scores on this very important part of the over-all rating.

Scoring Is Complex

After assigning a man's score on application of technical knowledge, all of the subsequent 129 state-

ments are scored according to the table shown in the evaluation form general instructions. The score for each statement will fall between one and fifteen as indicated. Each statement's score is recorded as shown in Table 2, Col. 3, then multiplied by the statement's respective weight, or factor (Col. 4) to give the arithmetical product shown in Col. 5.

In the process of converting individual statement scores to a total rating, it should be noted that subtotals are computed for each subgroup. For example, the subgroup titled territorial coverage is made up of twenty-nine statements, varying in weight from one through five. As illustrated in Table 2, Col. 2, the rating scores assigned to the salesmen vary from one to twelve. The combined weights of each of the twenty-nine statements total eighty-three and the combined products of these statements (rating score multiplied by weight) total 637. Dividing the total product by the total weight gives an average rating of 7.7 to territorial coverage. Subtotals for each of the fifteen subgroups are similarly computed and tallied in the tabulation of the evaluation form (Table 1, Col. 3) as a weighted score average. Each of these, in turn, is multiplied by the subgroup weighting factor previously described and shown in Table 1, Col. 4. The resulting products are totaled for each of the three main groups and multiplied by the group weighting factor also previously described and shown in Col. 6. This third set of products is totaled as shown in Col. 7 and gives the sales representative's final quality rating, or Q score.

Converting Q Scores to Dollars

Quality scores are converted to dollars of compensation according to Table 3. The maximum incentive earning a man can make is \$2,500. This amount was arrived at as an approximation between the figure the men themselves suggested at the preliminary meetings and the one the committee in charge of revising the compensation plan put forward. When this amount was decided upon, the committee next considered how the sum should be apportioned between the quality of the job and the difficulty of the job. It was finally decided that \$750 should be the maximum premium for difficulty, although under extreme conditions, such as the torrid plains of Arizona or great distances in the Canadian provinces, some individual adjustment is made so that a man may earn over 100% of the \$750 difficulty premium.

The balance of the incentive premium, or \$1,750, was apportioned to quality by means of the weighting factors previously described.

In order to assure balanced performance, a man must score 600 quality points or more to receive full credit for the points he has earned under the difficulty rating. (See note under Table 3.)

It should be noted from Table 3 that the rate for

converting quality scores to dollars is not constant. "Obviously," the company points out, "a man's improvement from a score of 600 to one of 700 should not pay him nearly as much as an improvement from 1,000 to 1,100, since the improvement in the higher end of the range requires considerably more effort than it does at the lower end."

The company emphasizes the point that it does not expect a high score on all statements from any of its sales representatives. In fact, under certain conditions, if a man is given a high score on one statement, it might indicate that he is not using his time and effort most efficiently or judiciously. "There are some times," the company states, "when it would be uneconomic for one man to do, or rate, well on certain statements." For example, if a man covers a territory which is remote from his branch office, there are many things he must do in order to give the customer complete service. These include minor

Table 3: Dollar Value of Quality Scores

Source: Cherry-Burrell Corporation

In all cases use Quality score to the nearest 5 points. For example: If quality score is 723, use 725 which equals \$225. If Quality score is 722, use 720 which equals \$210

Quality Score	Value in Dollars	Quality Score	Value in Dollars	Quality Score	Value in Dollars
600.....	...	780.....	\$396	955.....	\$1,187
605.....	\$ 6	785.....	412	960.....	1,214
610.....	12	790.....	428	965.....	1,241
615.....	18	795.....	444	970.....	1,268
620.....	24	800.....	460	975.....	1,295
625.....	30	805.....	480	980.....	1,322
630.....	36	810.....	500	985.....	1,349
635.....	42	815.....	520	990.....	1,376
640.....	48	820.....	540	995.....	1,403
645.....	54	825.....	560	1,000.....	1,430
650.....	60	830.....	580	1,005.....	1,467
655.....	69	835.....	600	1,010.....	1,504
660.....	78	840.....	620	1,015.....	1,541
665.....	87	845.....	640	1,020.....	1,578
670.....	96	850.....	660	1,025.....	1,615
675.....	105	855.....	684	1,030.....	1,652
680.....	114	860.....	708	1,035.....	1,689
685.....	123	865.....	732	1,040.....	1,726
690.....	132	870.....	756	1,045.....	1,763
695.....	141	875.....	780	1,050.....	1,800
700.....	150	880.....	804	1,055.....	1,846
705.....	165	885.....	828	1,060.....	1,892
710.....	180	890.....	852	1,065.....	1,938
715.....	195	895.....	876	1,070.....	1,984
720.....	210	900.....	900	1,075.....	2,030
725.....	225	905.....	926	1,080.....	2,076
730.....	240	910.....	952	1,085.....	2,122
735.....	255	915.....	978	1,090.....	2,168
740.....	270	920.....	1,004	1,095.....	2,214
745.....	285	925.....	1,030	1,100.....	2,260
750.....	300	930.....	1,056	1,105.....	2,308
755.....	316	935.....	1,082	1,110.....	2,356
760.....	332	940.....	1,108	1,115.....	2,404
765.....	348	945.....	1,134	1,120.....	2,452
770.....	364	950.....	1,160	1,125.....	2,500 ¹
775.....	380				

¹Maximum.

Note: If quality score is less than 300, representative gets none of the amount allotted for difficulty. If quality score is between 300 and 600, the representative gets a percentage of his difficulty remuneration. For each 3 points in quality score above 300, 1% of the difficulty value is allowed. A score of 600, (or better) therefore permits 100% of difficulty to be paid. A score of 597 permits 99% of difficulty to be paid, etc.

adjustments to machinery, and minor calculations for complex jobs. But a man covering a city territory might engage the local branch office engineer to do such work, devoting his own time to selling. In the latter case, he would rate near the bottom on installation and follow-up. This would reduce his earnings under the quality score table. But, the company points out, this would be more than offset by the probable increase in his sales and hence in his gross profit units. As Cherry-Burrell puts it: "What we are trying to do is to find out how many

Table 4: Summary of Total Compensation

Source: Cherry-Burrell Corporation

Compensation of.....	
(Cherry-Burrell Representative)	
.....BRANCH	
Year ended October 31, 1947	
Gross profit units after all adjustments for participating and commission credits	
Compensation for quantity.....	\$.....
Compensation for quality and difficulty.....
Total compensation.....	\$.....
Base salary paid and accrued.....	\$.....
Advance payment.....
Total paid and accrued.....
Balance payable.....	\$.....
LESS:	
1% Federal old age and survivor's tax.....	\$.....
Income tax withheld.....
CRI deduction.....
Advance (other than deducted above).....
Total deductions.....	\$.....
Net check.....	\$.....

duties the sales representative performs and then pay him for that part—or encourage him to do more. What might be good for one man is not necessarily good for another."

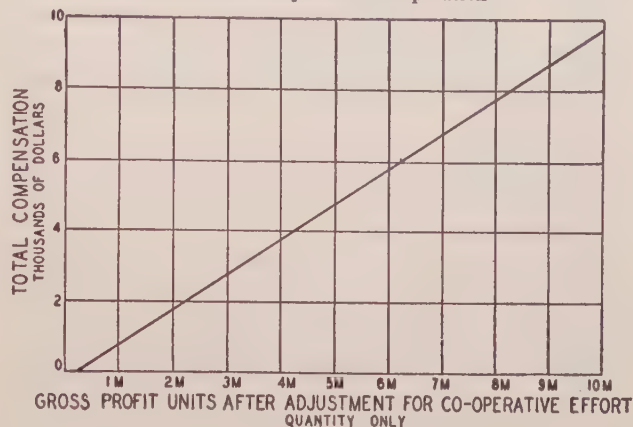
Quality Ratings Serve Many Purposes

In commenting on its merit rating statements, the company says: "We have found that this description of the composite job of the composite man has taught our field representatives more about what is expected of Cherry-Burrell salesmen than any other move we have made. It has taught many others in the branches, too, about the job the field representatives are supposed to do."

The company's sales management feels that in order to get a fair, over-all picture of the salesman's duties they must have a large number of statements, but each one must be specific. They also feel that a large number of statements reduces the effect of any error which they may have made in assigning weights

Relation of Compensation Paid for Quantity Performance to Gross Profit Units

Source: Cherry-Burrell Corporation



to individual statements. Because of the long list of statements, it takes from two to three days to complete the ratings in a single branch office. It is highly probable that many readers will say red tape at this point if, indeed, they have not previously done so.

It is the company's opinion, however, that this time and effort is used profitably. Not only are accurate ratings of individual salesmen obtained, but, they say, "it is also amazing how much you learn about the rest of the branch personnel. Actually, while a person is rating the field representatives, he is also rating himself; we learn how much he knows about branch operations." The plan has done a lot, the company believes, in improving management in a number of branches.

Concerning the time and effort required to administer the new compensation plan, of which quality rating is a part, the company says: "Frankly, it is not as much work as we had expected. It ties in well with our accounting plan and, with the cooperation of our accounting department, we have worked out systems that reduce clerical detail materially. The attitude between branches and between salesmen has improved noticeably." Direct sales expense has been kept within reasonable limits. Because of the plan, good men have been attracted to the company.

Frequency of Ratings

Ratings are held annually for compensation purposes. However, a semi-annual rating is also made for the purpose of providing both sales representatives and sales management with an interim review of the progress being made by the men as individuals and by the branch offices. Individual ratings are discussed with each of the salesmen concerned in order to give commendation for good performance, guidance for unsatisfactory performance and to give

the men an opportunity to adjust what they may feel to be unfair or excessively stringent ratings.

Under the new plan, annual earnings of average salesmen (on the basis of experience, performance, etc.) were about \$7,000 in 1947, with top men earning well over \$11,000. Average earnings of all men were almost \$7,500.

Nowhere does the compensation plan take into account the mere fact of seniority. This is recognized by the company, however, through vacation and pension benefits.

Salesmen are paid a monthly drawing account. The annual rating in November of each year helps to guide each branch manager in determining individual drawing accounts for the ensuing year.

After a sales representative's total compensation is computed, (see Table 4) he receives the difference between his total earned compensation and his previous year's drawing account plus advances. Salesmen's expenses are paid by the company, but the manner in which expenses are handled by each salesman is a factor in determining quality scores. (See evaluation forms, Part II, Questions 30, 31 and 32.)

Salesmen's Compensation Is Complicated

Finally, the company states: "We do not feel that the plan is perfect by any means, but we do feel that the basic formula of the plan is sound. Salesmen's compensation is a complicated and involved program, particularly for an organization operating nationally. You have all kinds of people, all sorts of conditions, and the desire to treat people equitably. Any fair compensation plan must recognize these factors. To ignore them in the interests of simplification just ignores the problem. When someone says 'Let's have a fair compensation plan, but let's keep it simple,' he is asking for the impossible."

ELMER W. EARL, JR.

Division of Personnel Administration

Cherry-Burrell Forms for Evaluating Performance

The instructions for Part I of the merit rating form and for all parts of the territorial rating form are given on the headings of the sheets. Answer by numerical score where so indicated.

* * *

For parts II and III of the merit rating form, ratings are indicated by scoring after each statement from 1 through 15 on the basis of the following table:

Poor or Infrequently			Fair or Occasionally			Average or Usually			Above Average or Faithfully			Superior or Infallibly		
Low	Med.	High	Low	Med.	High	Low	Med.	High	Low	Med.	High	Low	Med.	High
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15

The quality of the job that the individual is doing is evaluated on the frequency with which, or on how well, he performs the action described in each statement.

It is important to observe several factors before assigning the score to each statement.

1. Think only of the statement itself—one thing at a time, as if through glasses with narrow slits.

2. The reason why a man does or does not do the statement is not to be considered. For example, if a man does no service follow-up because all his customers' plants are out of his territory, he would rate 1 or never. On the other hand, if he has only 5 accounts, the chances are that he would rate very high in covering his territory, possibly at 15.

3. Be absolutely fair. Do not give a high score to a statement unless it is known that the man does it. If his performance is unknown, then no definite impression has been given, and a high score is not warranted.

MERIT RATING FORM

Part I

A measure of how much technical knowledge he may possess combined with his ability to employ such knowledge effectively in selling himself, his company, and its products to the trade.

Instructions

Check only one of the boxes beside only one of the following five statements.

A. Possesses a knowledge of the outline of the processes used by the trade and understands the simple fundamentals of the selection and use of dairy machinery and supplies. Is capable of presenting only the simpler machines and though he can advise some smaller customers on layouts, etc., needs considerable help from other branch personnel on the selection, presentation, application and operation of most of our specialties and some of our supplies.

Low	Medium	High
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Score = 1	2	3

B. Possesses and can effectively employ a knowledge of equipment and supplies sufficient to handle most of the problems of average plant operation, including an adequate working knowledge of power and refrigeration requirements involved. Has a demonstrated ability sufficient to cope with routine problems, and he can recognize and gather enough data in the field for the use of the branch engineer, from whom he requires assistance in the more complicated and out of the ordinary situations.

Low	Medium	High
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	5	6

C. Possesses and can effectively employ a knowledge sufficient to successfully handle any but the very largest and more complicated plants, as far as routine problems of machinery and supplies are concerned. Is adept at the selection and presentation of equipment, and can make his

own quotations, recommendations, and minor repairs. In general ability, falls just below level of a qualified branch engineer, from whom he requires help on out of the ordinary problems.

Low	Medium	High
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7	8	9

D. Possesses and can effectively employ a knowledge equal to that of a qualified branch engineer, and has a demonstrated ability sufficient to cope with the problems of the largest and most complicated plants on a level with the best of the customers, executives and engineers. Requires only occasional help from the specialists on any phase of the line, from the branch engineer largely because of the pressure of time and organization.

Low	Medium	High
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10	11	12

E. Possesses and can effectively employ a knowledge just below the level of that of general office machinery specialists in all specialties, or is on a par in several specialties. Has a demonstrated ability sufficient to deal with executives and engineers of national organizations with effect.

Low	Medium	High
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13	14	15

A measure of how well and/or how frequently he uses what mechanical knowledge he may possess to save needless trips of engineers or servicemen, to give better service to the trade in his territory.

1. He is present when new equipment is installed in his customers' plants.
2. He personally attends to minor adjustments and simple repairs in his territory.
3. He advises accurately what materials, such as pipe and fittings, are necessary.
4. He advises the time when the machine to be repaired or installed is available.
5. He arranges for necessary customer assistance and cooperation.
6. He defines accurately the limits of the service job (exactly what the service man is to do).
7. He advises accurately the probable length of time required to do the job.
8. He arranges for necessary complementary work such as steamfitting and electric work.
9. He arranges for proper tests and instruction in operation.
10. He furnishes owners and operators with proper instructions and literature to keep their machinery in good running order.
11. He follows up on installations after their first operation to see that the machinery continues to function properly.

Part II

A measure of how well he performs the many and varied functions needed to carry on a well-organized selling and service activity.

1. He organizes his time to call upon his contacts at a frequency in line with their requirements and relative need. He has an effective plan and follows it.
2. He is aggressive and persistent in trying to sell the good buyer who is not a good customer. He is not discouraged in his attempts to sell the customer who may be difficult.
3. He keeps and uses a written record of the supplies that his customers purchase.
4. He follows up on the repeat business.
5. He is resourceful and uses initiative in selling the tough buyer.
6. He makes effective use of movies.
7. He makes effective use of advertising material such as bulletins, the *Marketeer*, the *Circle*, the *Circulating Unit*, etc.
8. He makes effective use of samples and demonstrations.
9. He makes effective use of sales manuals.
10. He makes effective use of outside specialty men.
11. He makes effective use of existing installations in selling prospects.
12. He makes effective use of layouts.
13. He sells the full line of supplies and equipment for which his customers have need. He knows and sells everything in the book.
14. He reports new prospective customers and contacts.
15. He follows leads furnished him by the office promptly as necessary.
16. He follows up on quotations.
17. When he sells equipment he takes orders for the associated supply items wherever possible.
18. He is supply minded, supply conscious.
19. He is orderly and thorough in selling supplies. He knows the customer's requirements and talks them.
20. He adapts himself to new products and learns, talks, and sells the new items, not content to go along with the older or standard items.
21. He sells the company and its service to his customers.
22. He investigates new or prospective customers before calling.
23. He calls on the key men at his customers' plants or offices.
24. He makes it a point to become acquainted with the customers' lesser employees.
25. He is resourceful in finding new customers and contacts.
26. He calls upon all the contacts in his territory at a frequency in line with their requirements; not just upon his buyers and friends.
27. He makes the most of his time during calls on customers.
28. He makes as many calls as is reasonably possible.

29. He analyses periodically his contacts to discover which ones require more attention.

30. When he entertains customers, he does so with good judgment and with good effect.

31. He knows when to entertain customers.

32. His expenditures for travel, *i. e.*, gasoline, meals, etc., are sensibly made and properly controlled.

33. He attends trade meetings where such attendance is proper.

34. He makes an effort to promote the welfare of his company aside from his work.

35. He maintains effective contact with health officials.

36. He maintains effective contact with educational institutions concerned.

37. He maintains the respect of his trade in keeping confidential information to himself. He does not abuse the friendship of his customers.

38. He maintains a fair attitude when speaking of his competition to a customer.

39. He tells the whole truth to customers in respect to such things as deliveries and prices.

40. He keeps his customers informed of any change in price or delivery estimate.

41. He knows and justifies company policy to his trade tactfully but convincingly.

42. He is able to satisfy customers without making unwarranted concessions such as free service or excessive trade-in values.

43. He is honest in his claim regarding performance or construction of equipment.

44. He is honest in his claim regarding the value of merchandise.

45. He is neat and well groomed.

46. He is personally acceptable to his trade and to his associates.

47. He takes care of himself physically.

48. He maintains his catalogue and sales manuals in up to date condition.

49. His car is neat.

50. His car is well cared for mechanically, and not abused.

51. He handles complaints and adjustments creditably, without buck passing or compromise to management where it has to take part.

52. He is mindful of the organization of which he is a part in his dealings with the trade.

53. He is self-reliant in that he asks for help from others when it is genuinely needed but not when it is unnecessary.

54. He closes sales well, without calling on others unnecessarily.

55. He introduces his colleagues to his customers.

56. He cooperates with advertising.

57. He uses the services of his branch manager intelligently.

58. He cooperates with and assists the branch manager in all matters.

59. He cooperates with and assists his credit department in making collections from his customers.

60. He supplies unsolicited credit information.

61. He is loyal to the company regardless of the mistakes made by others; he protects and defends the company's interests.

62. He cooperates with and assists the branch merchandiser.

63. He cooperates with and assists outside supply house representatives.

64. He assists the branch engineer by the accuracy and completeness of his requests for information or assistance to the best of his ability.

65. He uses the services of the branch engineer intelligently by the reasonableness of his requests, and by his demands for services.

66. He cooperates with and assists sales correspondents and order editors in all matters pertinent to his trade.

67. He cooperates with and assists the service department by the accuracy and completeness of his request for service.

68. He uses the services of the branch service men intelligently.

69. He keeps his office informed of any changes in customer personnel.

70. He submits good, practical suggestions for the improvement of our service, merchandising, or customer contact.

71. When he complains of, or criticizes some factor in the business, he tries to offer a constructive remedy.

72. He makes full use of the good ideas and experience of others.

73. He keeps posted on developments in the trade by reading pertinent publications.

74. He frankly confesses his inability to handle certain situations.

75. He conducts himself at meetings so that his attendance is a benefit to himself and others.

76. When he is wrong, he admits it.

Part III

A measure of how well he performs the essentially routine functions which are a part of the job and which, if ably handled, can do much to improve our service to the trade.

1. His orders are written clearly and legibly.

2. His orders are accurate as to name and address, both for billing and shipping.

3. His orders are complete and accurate in the description of items.

4. The orders that he writes are signed by the customer.

5. His orders are so written that commodities are grouped by class in such a way that little further editing is needed.

6. His orders are priced and extended.

7. His telephone or telegraph orders are confirmed and so marked.

8. In ordering parts, he gives the serial number of the machine, the number and name of the part.

9. His orders give complete shipping instructions.

10. His orders give terms, and in the case of conditional

sales contracts, the figures are accurately computed and entered on the sales order form.

11. In the case of lump sum orders, a breakdown is sent in with the order.

12. In the case of new customers, or wherever else necessary, a note in reference to credit is attached.

13. He uses separate order forms for different classifications of merchandise.

14. In writing orders for sanitary fittings, he groups by sizes with prices and discounts.

15. He answers correspondence promptly.

16. He provides full and complete information on his memoranda the first time.

17. He confines his memos to one subject per sheet.

18. His correspondence is written clearly and legibly.

19. He handles complaints promptly.

20. He makes preliminary investigation to see if complaint is justified or properly directed.

21. He is fair to both the company and the customer.

22. He gives full and accurate information in reporting complaints.

23. He separates facts from opinions in reporting complaints. (He can, and should express his opinion and the customer's opinion, but it should be labeled, "opinion.")

24. He makes no premature commitments, directly or by inference, in handling complaints.

25. He keeps the customers in a proper state of mind while settlement is pending.

26. He handles the complaint to the benefit of the company and himself.

27. He does not let a pending or potential complaint interfere with his regular call.

28. He makes no unjust distinction between one customer and another in handling complaints.

29. He is prompt in sending in his daily call record reports.

30. His reports are written clearly and legibly.

31. His Continuous Market Analysis reports or equivalent are complete and in necessary detail.

32. He initiates revisions to Continuous Market Analysis records or their equivalent promptly and as needed.

33. He reports promptly on sales of competitive equipment.

34. He lists the reasons why we lost the sale.

35. He sends in detailed information on new competitive equipment and supplies.

36. He gives full information on goods to be returned for credit.

37. He provides adequate information on his credit reports, as far as he can go without assuming the job of credit man.

38. He is prompt in sending new names for the mailing list.

39. His additions to the mailing list are complete in detail as to name, address and coding.

40. He is careful to check his mailing list and make necessary revisions.

41. His daily call record reports are dependable.

42. He is prompt and accurate on reports involving sales by others.

Personnel Briefs

Britain Informs the Workers

The British Government recently launched a campaign to promote better understanding of the country's economic situation and of the part individual companies are playing in the production effort. It is using the companies as channels through which economic information is passed on to employees.

Many firms in Great Britain, as in the United States, have extensive informational programs for their employees. To support them, and also to encourage companies that have no such programs to inaugurate them, the government is making available to the firms a service consisting of speakers, films and printed material about the national economic situation.

A new monthly periodical, *Target*, is to be sent free of charge to every industrial concern that requests it. The publication will contain articles describing the experience of companies that have informational programs—how they were established

and details of their operation. The service is to be operated by the Economic Information Unit, Treasury Chambers, in London. G. B. S.

The Student Speaks

As one measure of the value of the instruction, students completing the course at Mohawk Carpet Mills Mechanics School are asked to fill out a questionnaire on the course and its helpfulness to them. The company feels that this procedure acts as a check on the efficiency of instruction and may indicate methods of improving the quality of the training offered.

Textile Engineers Form Organization

Engineers of the Bigelow-Sanford Carpet Company have formed an organization to help keep themselves abreast of technical developments in textile manufacturing. Monthly meetings with outstanding speakers have been planned.

Trends in Labor Relations

Getting Around Union Shop Ban

Over one half the states have laws either banning or restricting union security—such as the closed or union shop. A southern company in one such state had a union shop contract with an AFL union. The state law forbade a union shop, but permitted the checkoff of union dues.

In place of the former union shop clause, the AFL union and the company signed a contract containing a checkoff clause. The checkoff clause was so written that at first glance it read as if it required union-shop conditions. Close reading, however, discloses that there is no requirement that union membership be made a condition of employment.

"Section 3. All employees who, on the first day of July, 1948, are members of the union and all employees who become members of the union thereafter, during the life of this contract, shall continue to pay dues to the union and have said dues deducted from their pay checks each month, except that an escape period of fifteen days shall be allowed from June 1949, to July 1949, during which time members may authorize the company to discontinue deduction of dues. Union dues not to exceed \$3.00 per month will be deducted from pay checks of members by the company when signed authority made by each member of the union is received by the company authorizing the company to deduct dues under the terms of this paragraph. The dues so collected shall be turned over to the duly authorized officer of the union. A list of members whose dues were not deducted will be furnished the union each month, said list to specify those whose employment has been terminated."

Checkoff Revocation Made Difficult

On May 13, 1948, the Department of Justice gave an opinion that a checkoff authorization that automatically renews itself for another year, if not revoked during a specific period, is legal. The specific clause on which the Department of Justice gave the opinion was the GM-UAW clause. This clause provides for a revocation period of ten days. It does not specify how the revocation shall be made.

Twofold Aim

Since the time of the Department of Justice opinion, however, many variations of automatic renewal checkoff clauses have been signed. The tendency in such clauses has been twofold: one, to try to whittle down on the time period during which the worker can revoke his authorization at the end of each year; and, two, to make the revocation process more and more

difficult for the worker. An example of such a clause occurs in the contract of an AFL union and a southern company:

"It is further provided that each year, two days prior to and two days subsequent to the anniversary date of this contract, employees may withdraw said authorization, provided such notice of withdrawal is submitted to both the company and the union by registered mail, return receipt requested, otherwise such authorization shall continue in full force and effect for another year."

Justice Department on Committeemen Payments

On June 7, 1948, THE CONFERENCE BOARD wrote to the Department of Justice requesting an opinion on these two questions:¹

"Does payment to union committeemen for time spent *during working hours* on grievances, negotiation or arbitration constitute violation of Section 302?

"Does payment to union committeemen for time spent *outside working hours* on grievances, negotiation or arbitration constitute violation of Section 302?

On July 23, 1948, George T. Washington, Assistant Solicitor General of the Department of Justice, replied:

"With respect to the first question asked by you—whether payment to union committeemen for time spent during working hours on grievances, negotiation, or arbitration constitutes a violation of Section 302—I refer you to Section 8(a) (2) of the National Labor Relations Act, as amended by the Labor Management Relations Act. That section provides, in part, that 'an employer shall not be prohibited from permitting employees to confer with him during working hours without loss of time or pay,' and in this respect is identical with Section 8(2) of the National Labor Relations Act prior to its amendment. I know of nothing in the legislative history of the new act to indicate a Congressional intention to take away the right thus declared of an employer to permit his employees to confer with him during working hours without loss of time or pay.

"Your second question—whether such payment to union committeemen for time spent outside of working hours would constitute a violation of Section 302—presents a somewhat more difficult problem, at least insofar as neither the National Labor Relations Act prior to its amendment nor the Labor Management Relations Act, 1947, contains any language specifically recognizing

¹For opinions of William R. McComb, administrator, Wage and Hour and Public Contracts Division and of Robert N. Denham, general counsel, NLRB, see "Pay for Union-Management Meeting," *Management Record*, June, 1948, pp. 308-317.

the right to make such payment. However, decisions of the National Labor Relations Board as to the propriety of employer practices in this regard may shed some light on the subject. I refer you in particular to *Matter of Wyman-Gordon Company*, 62 NLRB 561, 567.¹

"Overtime on Overtime"

The Supreme Court decision on "overtime on overtime"² has caused contract negotiators to look closely at their contract clauses covering overtime. An executive of an automotive company who has just completed contract negotiations with the UAW-CIO reports that his company added the following clause "to afford some protection against payment of overtime on overtime."

"Overtime payments will be made to employees on the basis of the work day on which a majority of their

¹In the Wyman-Gordon case, the employer paid for union meetings held outside working hours on company property. Printing and other expenses were paid by the company. The NLRB said that this constituted employer support of a union. It characterized this support as an unfair labor practice.

²Aaron vs. Bay Ridge Operating Co., Inc., U. S. Supreme Court No. 366-367.

time is worked and the allowance of an overtime premium on any hour excludes it from consideration for overtime payment on any other basis, thus eliminating any double overtime payments.

"For the purpose of computing overtime payments both in accordance with the provisions of this agreement and as required by statute, the regular rate of pay shall be the applicable established classification rate for hours worked at day rate and shall be the straight-time earnings based on pieces produced for hours worked on piece-work plus any bonus payable in accordance with section . . . of this article. In no instance shall overtime or premium pay be considered in determining the regular rate, it being specifically agreed that should it be required in any case to include in the regular rate any such overtime or premium pay which would otherwise be payable, then such overtime and premium payment provisions shall not be applicable, and further, that in any case where overtime payments are required by law, payment of overtime is to be made pursuant to the law and not pursuant to requirements of this agreement."

JAMES J. BAMBRICK, JR.

Division of Personnel Administration

When Is Pay Day?

HOURLY rated production workers in four out of five companies are paid weekly; in a majority of the remaining companies, they are paid every other week.

Prevailing practice, however, is less uniform for salaried employees. Roughly, two out of five companies pay all their salaried employees twice a month; one out of five pays weekly. Practically all the remaining companies either pay at bi-weekly or at monthly intervals, or they pay different subdivisions or levels of the salaried force at different intervals.

These conclusions are based on a recent survey¹ of the frequency of payment of compensation by over 900 companies, large and small, in a variety of indus-

¹*Studies in Personnel Policy*, No. 88, "Personnel Practices in Factory and Office" (revised).

Table 1: Frequency of Payment of Wages

Source: THE CONFERENCE BOARD

Frequency	Number of Companies, by Hourly Workers per Establishment					
	Total		Under 250	250 to 999	1,000 to 4,999	5,000 and Over
	No.	%				
Weekly.....	366	81.0	91	134	117	24
Bi-weekly.....	60	13.3	7	26	22	5
Weekly and bi-weekly.....	2	0.4	1	1
Semimonthly.....	24	5.3	7	11	5	1
Total.....	452	100.0	105	171	145	31

tries. A total of 452 companies reported solely on the frequency of payment of wages to hourly workers; 465 other companies reported on the frequency of payment of salaries. Certain tendencies revealed by the tabulated data appear to merit comment. (See tables 1 and 2.)

EFFECT OF COMPANY SIZE

Some correlation exists between size of company and length of pay period. Thus, 81% of all the cooperating companies pay their hourly workers on a weekly basis. But 87% of the companies with fewer than 250 employees pay weekly, as against 77% of those having more than 5,000 employees.

THE SALARIED WORKER

The same tendency is found in the payment of salaried employees. Of all the participating companies, 20.9% report paying salaried workers every week. On further study, it appears that 28% of the companies with fewer than 250 employees pay all salaried employees on a weekly basis, as against 18% of the companies with between 1,000 and 4,999 employees, and as against none of the cooperating companies with 5,000 employees and over.

Thus, the smaller companies seem slightly more disposed than the large companies to pay all wage and salaried employees on a weekly basis.

Table 2: Frequency of Payment of Salaries

Source: THE CONFERENCE BOARD

Frequency	Salaried Employees: Number of Companies by Size of Establishment					
	Total		Under 250	250 to 999	1,000 to 4,999	5,000 and Over
	No.	%				
Weekly.....	97	20.9	31	36	30	..
Bi-weekly.....	36	7.7	9	11	14	2
Semi-monthly.....	195	42.0	42	67	62	24
Monthly.....	34	7.3	8	10	16	..
Every 4 weeks.....	1	0.2	1
Four times a month.....	1	0.2	1
Combination methods:						
Weekly and bi-weekly.....	1	0.2	1
Weekly and semimonthly.....	20	4.3	7	5	8	..
Weekly and monthly.....	26	5.6	5	11	8	2
Weekly and every 4 weeks.....	2	0.4	..	1	1	..
Weekly and end of cost periods.....	1	0.2	1	..
Weekly, bi-weekly and monthly.....	2	0.4	1	1
Weekly, bi-weekly and semimonthly.....	1	0.2	1
Weekly, bi-weekly and every 4 weeks.....	1	0.2	1
Weekly, bi-weekly, semimonthly and monthly.....	1	0.2	1
Weekly, semimonthly and monthly.....	7	1.5	..	1	4	2
Bi-weekly and semimonthly.....	10	2.2	3	1	6	..
Bi-weekly and monthly.....	5	1.1	5	..
Bi-weekly, semimonthly and monthly.....	4	0.9	1	1	1	1
Bi-weekly and every 4 weeks.....	1	0.2	..	1	..	1
Semimonthly and monthly.....	18	3.9	1	3	11	3
Monthly and bi-monthly.....	1	0.2	1
Total.....	465	100.0	111	148	168	38

Table 3: Frequency of Payment of Wages and Salaries, 1937 and 1948

Source: THE CONFERENCE BOARD

Frequency	Hourly Wages				Salaries			
	1937		1948		1937		1948	
	Companies							
	No.	%	No.	%	No.	%	No.	%
Weekly.....	321	73.0	366	81.0	130	28.7	97	20.9
Biweekly.....	35	8.0	60	13.3	21	4.6	36	7.7
Semimonthly.....	81	18.4	24	5.3	200	44.1	195	42.0
Monthly.....	1	0.2	0	0.0	28	6.2	34	7.3
Others and combinations....	2	0.4	2	0.4	74	16.4	103	22.1
Total.....	440	100.0	452	100.0	453	100.0	465	100.0

Although the difference between the bi-weekly and the semimonthly interval does not seem very significant, in actual practice the two are not used interchangeably as bases for measuring compensation. Of the companies surveyed, 60 pay wages every other week, as against 24 that pay semimonthly.

On the other hand, in paying their salaried employees, 195 companies of the 465 corporations use the semimonthly interval exclusively, as against 36 that pay at bi-weekly intervals.

TRENDS EVIDENT

Table 3 is a summary of the results of the present survey, and of a similar study made in 1937.¹ On the

¹"Personnel Practices Governing Factory and Office Administration," National Industrial Conference Board, 1937.

basis of the reported practices of roughly 900 companies in each of the two years selected for comparison, there seems to have been some shifts in the intervening years in the prevalence of various pay periods.

For wage payments, the semimonthly interval was used by 18.4% of the co-operating companies in 1937 and by only 5.3% in 1948. The weekly and bi-weekly intervals registered offsetting gains.

As a basis for paying salaried employees, the weekly period has become less prevalent since 1937. Of the reporting companies, 28.7% made weekly salary payments in 1937, as against 20.9% in 1948;

on the other hand, the bi-weekly and monthly intervals have each become more widely used than in 1937.

HERBERT S. BRIGGS

Division of Personnel Administration

Management Book Shelf

Competition for College Graduates—Several brief case studies of senior students are cited by the dean of Louisiana State University to show how some companies are outbidding others for leading graduates. A solution is suggested. By James B. Trant, *Banking*, April, 1948, pp. 36-37.

A Survey of Industrial Films and Their Use—A detailed, illustrated review by a member of the research staff of Harvard's Graduate School of Business citing purposes for which films are being used by business today and commenting on a number of recent productions. By Paul R. Ignatius, *Industrial Relations*, March, 1948.

Information Sharing Comes First in Human Relations—The Towmotor Corporation of Cleveland has developed three activities for keeping employees informed—brief talks over the plant's intercommunication system, small meetings of workers with their foremen, and larger meetings of employees with representatives of top management. The company has enjoyed uninterrupted production for twenty-eight years and attributes this record to a well-rounded personnel program, basic to which is management's effort to share information fully with all employees. By Charles R. Schubert, *Factory Management and Maintenance*, April, 1948.

Health Services for Employees¹

THE SCOPE of company medical services has expanded widely in the last few years.

Replacement examinations are being used to assure that persons receive jobs they are physically able to perform. These examinations are considered to have appreciably reduced the probability of accidents. Periodic checkups are directed to the early recognition of disease symptoms and to extend the active years of valued employees. Special examinations are also provided to protect the health of various groups of employees including older workers, persons with physical impairments, workers in hazardous occupations and employees scheduled for transfer and promotion.

More than 90% of 333 establishments surveyed by the National Industrial Conference Board require preplacement physical examinations for hourly workers. The examinations are also compulsory for office workers, supervisors and executives in 76.9%, 74.8% and 58.9% of the cases, respectively.

Health programs for executives are developing rapidly. Preplacement and periodic physical examinations and counseling services are being provided for supervisors and executives in both large and small companies. In most cases, the examinations are provided without cost to members of the two groups. Costs of the checkups vary widely, depending largely upon the extent of the examination provided.

ATTENTION TO SMALLER COMPANIES

Particular attention is being directed to the health needs of smaller companies which do not have their own medical departments. Many of these companies are utilizing the part-time services of physicians, visiting nurse services and community facilities to provide their employees with many of the health services available in larger companies.

Industrial hygiene programs are maintained by 158 (47.4%) of the cooperating establishments. Many health problems, occupational diseases and hazards are being decreased through the analysis and control of working conditions and environments such as fumes, lighting, dust, sanitation and temperature.

Health education programs are used by many establishments to keep employees and their families informed on current health data. Employee publi-

cations, health bulletins, posters, motion pictures and personal interviews are some of the media used for the purpose. In some companies employees participate in the programs. They are encouraged to submit health posters and cartoons and to suggest topics for articles and group discussions. Some companies believe that "take-home material" is particularly useful since it brings the subject matter to the attention of employees and to the attention of their entire families.

They point out, however, the importance of selecting timely topics and of preparing the material so that it will appeal to all types of persons.

VARIETY OF PERSONNEL

A wide variety of professional personnel is employed to maintain company health services. Physicians and nurses are regular and part-time employees in both large and small establishments. In addition to these personnel many of the larger companies employ industrial and mental hygienists and technicians to assist in the study and control of problems that can affect employee health.

Considerable thought is being directed to the selection of professional personnel. Adequate training, experience and professional competence are considered essential qualifications for all persons employed in the company medical department. But they alone do not assure a satisfactory and successful program. Desirable personal qualities are considered important, too. Many companies have discovered that employees will not freely discuss their health problems with physicians or nurses who fail to inspire their confidence or who lack sympathetic understanding of the many conditions (housing, economic, family) which might conceivably have some bearing upon the health and attitude of the worker involved.

COST PROBLEMS

Although many figures have been quoted on the subject, comparisons of company medical department costs still present problems. Differences in accounting methods in various companies make comparison of figures misleading. It is also difficult to measure accurately the many factors which make up department costs. Furthermore, the effectiveness of a service cannot be appraised in terms of dollars and cents alone. So far, opinion is the only method of weighing such intangibles as the employee's attitude

¹THE CONFERENCE BOARD will soon publish a report on medical and health programs provided by 333 establishments. It will include information about planning a medical department, executive health services and medical programs available to employees in both large and small companies. This article contains some of the highlights included in the report.

toward the health service and illness prevention and his definition of "good health."

What does a medical service accomplish? The experiences of companies which maintain employee health programs repeatedly indicate that many benefits can be derived from carefully planned health

services. Assistance in proper placement, promotion of safety, improvement in employer-employee relations, improved employee health and reduced absence rates are some of those most frequently mentioned.

ETHEL M. SPEARS

Division of Personnel Administration

Employees Promote Community Relations

DURING recent years the community relations department of the Caterpillar Tractor Company, Peoria, Illinois, has received an increasing number of invitations from local and near-by groups for talks on different subjects. Groups requesting speakers have included business and luncheon clubs, church organizations, parent-teacher associations and many others. Total number of individuals reached in a year runs well up into the thousands.

Feeling that each invitation represents an opportunity to perform a community service, company people are always eager to fill speaking requests. Currently, more than one hundred Caterpillar people have spoken once or many times in the area, and twice that number are interested in the program and are kept informed of what's going on—what's being said by the other speakers.

L. J. Fletcher, Director of Training and Community Relations, ably assisted by Fred R. Jolly, heads up the program. "We are not operating a speakers' bureau in the usual sense," Mr. Fletcher explained. "Our set-up is quite informal. We maintain a file of speakers, with the subjects they are qualified and wish to discuss. When a call comes in, we try to find the best person to handle it."

Each speaker is encouraged to share his materials and experiences with the other speakers. Mr. Fletcher's department has distributed six photo-lithographed bulletins or letters called ". . . from one speaker to another. . . ." The first, appearing early in 1947, explained the purposes to be furthered.

"The number of Caterpillar folks who speak before groups of one kind or another is growing. There are those who speak on Caterpillar activities, on economic subjects, on technical matters, and on scores of other subjects.

"Yet, almost without exception, the speaker is looked on by his audience as a representative of the company. His talk may be devoted to a subject foreign to Caterpillar matters, on company practices, on the thinking of company management. Some, of course, speak on unrelated matters, such as scouting, education, atomic power, world peace, international trade and others.

"There is no measuring the amount of good such talks do, for they provide a personal contact with our neigh-

bors. This is one of the best ways of developing understanding of the company. . . .

"At irregular intervals and as occasion requires, we will send you a brief digest of what company speakers have said. . . . This may be of help when you are preparing material of a similar nature."

The first issue also contained a summary of a talk on "Caterpillar's Expansion Program." Later bulletins have included outlines on such diverse subjects as "Research—The Lifeblood of Industry," "Opportunities in Tool and Die Making," "Caterpillar's Export Business," "Road Building," "New Approaches in Heat Treatment," "Help for the Handicapped," and hints on how to talk.

In addition to the bulletin service, each volunteer speaker is helped in other ways. He is given a card which can be carried in the pocket or purse and referred to frequently. It contains suggestions for effective public speaking. Both sides of this card are reproduced below.

PREPARATION

Preliminaries

Consider the audience
Decide on purpose
Adapt subject

Development

Outline major points
Secure material
Design a thread of unity
Choose aids and illustrations

Organization

Select introduction
Outline body and key points
Arrange a conclusion
Budget your time

Polish the Rough Spots

DELIVERY

Poise

Like the audience
Concentrate on subject
Use notes if necessary
Change position

Expression

Speak naturally but be heard
Vary tone and pace
Use your eyes
Be deliberate and optimistic
Use simple words and sentences

Presentation of Subject

Give overview
Illustrate key points
Summarize and conclude

Be Prepared For Questions

Daily conversations are often
"speeches"

CATERPILLAR TRACTOR CO.
TRAINING DEPARTMENT

If the talk is on a company subject, the community relations department offers to supply factual material and even to help write the speech, if such help is desired. Also, when desired, the company provides films, a motion picture projector, an operator, and any necessary transportation. In no case is a charge made to the group requesting a speaker.

Caterpillar is enthusiastic about this phase of its community relations program. "There are values to both the company and the individual participant," Mr. Fletcher points out. "Our volunteers gain from this activity. They learn many things in the course of preparing their talks. They become more articulate. In general, I think they are better Caterpillar employees as a result.

"Of course," he continues, "the values to the company are self-evident. The community is friendly toward the company because it knows so much about what's going on at Caterpillar. Peoria and other Illinois towns, too, are thinking of Caterpillar in terms of individual human beings and not as a huge, cold business organization. Finally, we hope our program is interesting and beneficial to the different community groups reached. If we can judge by the letters in our file, it is accomplishing such purposes in a highly satisfactory manner."

STEPHEN HABBE

Division of Personnel Administration

"You Can't Take It with You"

Relocation of plant and office facilities presents a real problem to personnel executives. What can be done to facilitate the movement of employees who are willing to make the change? For those employees who cannot make the move, what can be done to assist them in finding new jobs?

These are problems that recently faced the executives in the Oxford Filing Supply Company of Brooklyn, New York. The company decided to move to a new location approximately thirty miles away. The relocation, affecting about three hundred employees, is currently under way and will be completed before the end of the year.

When the change was announced, some of the employees indicated a desire to remain with the organization at its new site. The company is undertaking three measures to assist these employees. First, it conducted an advertising campaign for housing facilities in the new community. Secondly, it organized car pools for those employees who intend to commute from their established neighborhoods. Finally, during and following the period of relocation, the company is paying a transportation allowance to employees who are obliged to commute by railroad to the new plant.

JOB-FINDING CAMPAIGN

Despite these cooperative efforts of the company, many employees have found it impossible to go along with the change. In these instances, the company is voluntarily conducting a rather unique job-finding campaign. At company expense, an attractive four-

page picture-story folder was printed and distributed to more than 800 companies and associations in the Greater New York area. Bearing the title, "You Can't Take It With You," this announcement contains a story of the location change. Pictures of some of the employees who were looking for new positions were reproduced plus a complete list of the occupational titles of all the job seekers.

Part of the announcement is as follows:

"When we watch the people working whom we are going to lose, it makes us do some thinking; they are so young, alert, and so well trained in work habits. It reminds us of all the grooming that has been done, and it reminds us of all the beginners we had to try before we even came to these people who are so responsive to training. What a bonanza these people offer to other companies looking for personnel.

"Will you let us send you applicants when you have openings in the next several months? We feel confident that if you see one, you will want to employ him. If you employ one, you will want others. In the meantime, we will keep these people employed both in Brooklyn and Garden City until all of them can be placed. Enclosed is a list of the types of workers we can supply, and a return card for your comments."

According to company executives, response to this circular has exceeded all expectations. More requests have come in for personnel than there are applicants available. Each incoming request is received by the personnel department and a brief description of the job opportunity is typed out on a card. These summaries are posted on the company bulletin board. If an employee is interested in a position, he is permitted to take time off with pay during the day and personally apply for it. The company expects that all employees who want to make a change will be advantageously placed before the plant relocation is finally completed.

In many companies, a period of plant relocation is a period of uncertainty and low employee morale. The executives in the Oxford Filing Supply Company have, however, experienced the reverse situation. They report that general morale and employee good will has increased because of the interest which the company has shown in the workers' welfare. J. J. S.

Pickets Also Hexed

A court injunction had been issued against violence in the picket line of the Air Line Pilots Association. The company brought complaint against the union for violation of the injunction. As part of the company's evidence, one ticket office employee told the judge:

"Your honor, and you believe me, Capt., one of the pickets has a whammy eye. He puts a whammy on prospective passengers by glaring at them when they start to enter the door. It stops them in their tracks."

Muttered one of the striking pilots: "The court's got us so tied up that all a picket can do is glare."

—The Sun (Greater Cincinnati Industrial Council, CIO)

Labor Press Highlights¹

AFL Workers Against T-H Act

Union workers oppose the Taft-Hartley Act 15 to 1, according to a survey conducted by the *AFL Weekly News Service*. The tabulation, based on mail returns from 73,536 AFL members, shows: against T-H Law, 69,072; for T-H Law, 4,464.

Annual Wage Comes to Auto Industry

An annual-wage guarantee of fifty weeks' work for all workers with ten years' seniority was provided for in a contract recently signed between Local 174, UAW-CIO and the Metal Molding Company of Detroit. According to the report in the *Weekly News Letter* (Communications Workers of America, ind.); this is the first guaranteed annual-wage contract in the automobile industry.

UAW-CIO Victor in \$100,000 Battle

An estimated \$100,000 was spent during the "Battle of Peoria," according to *Work* (Catholic Labor Alliance), as four unions wooed 12,000 Caterpillar plant workers with dances, radios, refrigerators, newspaper ads, airplane messages, and door-bell ringing. The winner in the NLRB representation election was the UAW-CIO. The three other unions involved were the UAW-AFL, International Association of Machinists, and CIO United Farm Equipment Workers, former union representative.

Get Job Analysis Training

Scholarships to attend special courses in job analysis and time and motion study were given ten members of Local 302, United Steelworkers, CIO. *Steel Labor* (USA-CIO) states that the program was started by the local as a result of innerplant problems concerning bonus schedules, speedups, and other production problems. The Department of Labor will give the courses in job analysis, and time and motion study will be taught by Pennsylvania State College.

Political Action Against Dry Drive

In working to stave off the return of prohibition, more than 80,000 members of the California State Council of Culinary Workers will attend a union-sponsored political school. For members of the Waiters and Bartenders, Local 500, attendance at the school is compulsory, reports the *Leader* (San Diego County Federated Trades and Labor Council).

IAM Sets Reaffiliation Conditions

Harvey M. Brown, president of the International Association of Machinists, independent, says that reaffiliation of his union with the AFL depends upon the Federation's recognition and enforcement of the jurisdictional rights of the IAM. Writing in the *Machinists Monthly Journal*, Mr. Brown demands recognition of IAM jurisdiction over

erection and repair of machinery of all descriptions on construction projects, in buildings, or elsewhere; and the maintenance and repair of automobiles, trucks, buses, tractors, and automotive equipment.

Contract Jabberwocky

A reporter of the *Local 599 Headlight* (UAW-CIO) took a spot opinion survey of plant workers. He asked: "What do you think should be done to improve your contract? One of the answers he received was: "I don't just understand all of the contract. They have got it where it takes a Philadelphia lawyer to understand it. But I think we need more money for a decent living and not so much speedup in production."

Fights Red Control of WFTU

Allan L. Swim, editor of the *CIO News*, says that the CIO will stick with the World Federation of Trade Unions to keep it from becoming a Communist mouthpiece. Swim says the CIO position—not the Communist position—has dominated the WFTU since it was founded.

Unions Ready FM Stations

The first CIO-owned radio station in the country will be ready to operate in ninety days, according to the *Automobile Worker* (UAW-CIO). Officially owned and operated by the UAW-CIO, the FM station will serve southeastern Michigan.

The first of six FM stations owned by the International Ladies' Garment Workers' Union, AFL, will carry the call letters WFDR. The *AFL Weekly News Service* reports that the ILGWU obtained permission from the Roosevelt family to use the initials FDR.

Labor Briefs

Maternal

Working mothers will get a day off every week to care for their children and household under a new agreement between the United Office and Professional Workers, CIO, and a midwestern company, reports the *Terre Haute Advocate* (Vigo County, Ind., Central Labor Union).

Okay

The guaranteed annual wage gained the International Labor Organization's stamp of approval, says the *AFL Weekly News Service*, when, in the closing sessions of the Thirty-first International Labor Conference, labor delegates voted down an attempt to by-pass endorsement.

Scholar

CIO News reports that Ernest Calloway, educational director of the CIO Transport Service Union, has won one of the three scholarships given by the British Trades Union Congress for a year's study at Ruskin College, Oxford University.

HAROLD STIEGLITZ

Division of Personnel Administration

¹From the July labor press.

Payroll Statistics in Manufacturing

AVERAGE hourly earnings of production workers soared to new heights in May, according to THE CONFERENCE BOARD's latest survey of payroll statistics in twenty-five manufacturing industries. However, actual and real weekly earnings, average hours, employment, man hours and payrolls all declined over the month.

ACTUAL EARNINGS

The increase in average hourly earnings was 0.4% for every month from December through April but in May it moved upward to 0.7%—the greatest monthly rise since September, 1947. This latest month-to-month change raised the average to \$1.433, the twenty-eighth in a series of successive peak levels.

Wage-rate Increases and Workers Affected

Source: THE CONFERENCE BOARD

Date	25 Manufacturing Industries	
	Production Workers Affected	Wage-rate Increase
1947 May.....	18.5%	9.1%
June.....	8.6	8.7
July.....	4.8	7.4
August.....	3.9	6.9
September.....	2.9	5.9
October.....	1.9	4.9
November.....	4.6	6.4
December.....	1.1	7.5
1948 January.....	2.5	8.0
February.....	3.2	9.5
March.....	1.6	7.7
April.....	2.6	6.4
May.....	3.0	6.6

Wage-rate increases are partially responsible for this latest advance. According to information submitted by cooperators in this study, the average increase for all workers amounted to 0.2%. The lumber and mill work industry reported the greatest wage gain, 3.1%. The paper and pulp industry followed with a 1.6% gain. Since payroll data was collected for the week ending May 15, wage-rate increases resulting from the partially settled meat-packing strike at the end of the month are not reflected in this survey.

Another factor to be considered in this hourly earnings' rise is the substantial drop in employment that was registered during May. Since separations usually occur among the more recently hired and, therefore, lower-paid workers, the average hourly return for the composite becomes inflated.

Higher average hourly earnings were reported in twenty-one manufacturing industries, the range extending from an 0.3 cent increase in the heavy equipment and hardware groups to a 4.1 cent increase in paper and pulp plants. The boot and shoe, northern cotton, silk and meat-packing industries were the four that reported declines, none of which exceeded 1.5%.

Despite the gain in average hourly earnings, a considerable drop in hours caused a decline in the average weekly earnings of production workers. They averaged \$56.86 in May, 24 cents, or 0.4%, less than the April level. Individual industry changes showed a similar dispersion in each direction; of the thirteen increases, the maximum of 4.3% was in the leather tanning industry; the maximum decrease, 4.8%, was

EARNINGS, HOURS, EMPLOYMENT, PAYROLLS, PRODUCTION WORKERS, 25 MANUFACTURING INDUSTRIES

NOTE: Hourly earnings are not wage rates, because they include overtime and other monetary compensation

Date	Average Hourly Earnings	Average Weekly Earnings	Average Actual Hours per Week per Production Worker	Average Nominal Hours per Week per Production Worker	Index Numbers, 1923 = 100							
					Hourly Earnings		Weekly Earnings		Actual Hours per Week per Production Worker	Employment	Total Man Hours	Payrolls
					Actual	Real ^r	Actual	Real ^r				
1947 May.....	\$1.329	\$53.65	40.4	41.0	245.7	194.4 ^r	201.6	159.5 ^r	82.1	127.9	105.0	257.8
June.....	1.347	54.25	40.3	41.0	249.0	195.6 ^r	203.9	160.2 ^r	81.9	127.4	104.3	259.8
July.....	1.354	53.61	39.7	40.9	250.3	195.9 ^r	201.5	157.7 ^r	80.7	125.5	101.3	252.9
August.....	1.367	54.29	39.7	40.8	252.7	194.2 ^r	204.0	156.8 ^r	80.7	126.2	101.8	257.4
September.....	1.383	55.96	40.5	40.8	255.6	193.2 ^r	210.3	159.0 ^r	82.3	127.6	105.0	268.3
October.....	1.386	56.60	40.9	40.9	256.2	192.6 ^r	212.7	159.9 ^r	83.1	127.9	106.3	272.0
November.....	1.395	56.78	40.8	40.9	257.9	192.5 ^r	213.4	159.3 ^r	82.9	128.8	106.8	274.9
December.....	1.401	57.54	41.1	40.9	259.0	190.9 ^r	216.2	159.3 ^r	83.5	130.1	108.6	281.3
1948 January.....	1.406	57.85	40.9	40.9	259.9	190.0 ^r	215.5	157.5 ^r	83.1	130.0	108.0	280.2
February.....	1.412	57.27	40.6	40.9	261.0	192.9 ^r	215.2	159.1 ^r	82.5	129.7	107.0	279.1
March.....	1.417	57.67	40.7	40.9	261.9	194.0 ^r	216.7	160.5 ^r	82.7	129.9	107.4	281.5
April.....	1.423	57.10	40.2	40.8	263.0	192.5 ^r	214.6	157.1 ^r	81.7	128.2	104.7	275.1
May.....	1.433	56.86	39.7	40.8	264.9	192.8	213.7	155.5	80.7	126.3	101.9	269.9

See footnotes on page 421

^rRevised

EARNINGS AND HOURS, PRODUCTION WORKERS, MAY, 1948

NOTE: Hourly earnings are not wage rates, because they include overtime and other monetary compensation

INDUSTRY	Average Earnings in Dollars				Average Hours per Week per Production Worker			
	Hourly		Weekly		Actual		Nominal	
	May	April	May	April	May	April	May	April
Agricultural implement.....	1.469	1.460	59.84	59.18	40.7	40.5	40.2	40.1
Automobile ¹	1.571	1.558	58.88	59.16	37.5	38.0	40.5	40.4
Boot and shoe.....	1.096	1.104	38.85	40.82	35.5	37.0	40.1	40.1
Chemical.....	1.490	1.487	58.49	58.37	39.3	39.3	40.3	40.3
Rayon producing ²	1.276	1.277	49.78	49.42 _r	39.0	38.7	40.2	40.2
Cotton—North.....	1.223	1.230	48.75	50.17	39.9	40.8	41.5	41.6
Electrical manufacturing.....	1.436	1.433	57.35	57.68	39.9	40.2	40.3	40.3
Furniture ³	1.382	1.378	56.10	56.14	40.6	40.7	41.4	41.6
Hosiery and knit goods.....	1.177	1.173	46.23	46.85	39.3	40.0	41.2	41.3
Iron and steel ⁴	1.577	1.551	59.93	58.94	38.0	38.0	40.3	40.3
Leather tanning and finishing.....	1.383	1.356	55.63	53.33	40.2	39.3	41.3	41.3
Lumber and millwork.....	1.516	1.491	58.93	61.44	38.9	41.2	41.6	42.0
Meat packing.....	1.300	1.303	60.05	60.35	46.2	46.3	40.9	41.1
Paint and varnish.....	1.403	1.396	57.92	56.82	41.3	40.7	40.1	40.1
Paper and pulp.....	1.354	1.313	60.43	58.38	44.6	44.5	41.9	41.9
Paper products.....	1.262	1.245	52.35	51.61	41.5	41.5	42.0	42.1
Printing—book and job.....	1.705	1.684	69.01	67.71	40.5	40.2	40.8	40.7
Printing—news and magazine.....	1.820	1.813	69.86	70.80	38.4	39.1	39.8	39.8
Rubber.....	1.510	1.494	56.85	54.99	37.6	36.8	38.0	37.9
1. Rubber tires and tubes.....	1.665	1.639	60.46	56.91	36.3	34.7	37.2	37.0
2. Other rubber products.....	1.305	1.313	51.63	52.25	39.6	39.8	39.2	39.2
Silk and rayon.....	1.266	1.285	50.81	53.00	40.1	41.3	40.3	40.5
Wool.....	1.384	1.379	57.79	57.97	41.8	42.0	41.2	41.3
1. Woolen and worsted goods.....	1.396	1.392	58.64	58.83	42.0	42.3	42.0	42.0
2. Other woolen products ⁵	1.367	1.361	56.66	56.81	41.5	41.7	40.2	40.2
Foundries and machine shops.....	1.445	1.438	58.60	58.42	40.5	40.6	40.8	40.9
1. Foundries.....	1.443	1.439	59.06	58.45	40.9	40.6	40.5	40.5
2. Machines and machine tools.....	1.422	1.416	58.37	58.17	41.0	41.1	41.0	41.1
3. Heavy equipment.....	1.515	1.512	62.45	62.95	41.2	41.6	41.2	41.2
4. Hardware and small parts.....	1.375	1.372	56.15	55.99	40.8	40.8	40.8	40.9
5. Other products.....	1.444	1.429	57.16	56.65	39.6	39.6	40.6	40.7
25 INDUSTRIES.....	1.433	1.423	56.86	57.10	39.7	40.2	40.8	40.8
Cement.....	1.292	1.245 _r	52.82	50.55 _r	41.2	40.6 _r	39.6	39.6
Petroleum refining.....	1.748	1.728	70.58	68.97	40.4	39.9	40.2	40.2
27 INDUSTRIES.....	1.436	1.426	57.01	57.21 _r	39.7	40.2	40.7	40.8
Aircraft.....	1.415	1.411 _r	54.97	54.83 _r	38.9	38.9	40.1	40.1
Shipbuilding.....	1.579	1.583	59.07	62.24	37.4	39.3	40.2	40.2

See footnotes on page 421.

in the boot and shoe industry. In the year period from May, 1947, the average weekly return has risen 6.0% and since January, 1941, the base date of the Little Steel formula, it has risen 85.8%.

REVISED SERIES

A revised series in real hourly and weekly earnings has been compiled, as a result of a revision in THE CONFERENCE BOARD'S consumers' price index for the United States. Although the latter has been rebased on a January, 1939, level, real earnings shall continue on a 1923 base, to facilitate comparisons with other index numbers in the payroll statistics' survey.

REAL WEEKLY EARNINGS

Real weekly earnings, the measure of actual earnings adjusted for changes in the consumers' price index, shrank 1.0%, in terms of 1923 dollars, from April to May and 2.5% from May of last year. However, since August, 1939, the month preceding the outbreak of war in Europe, they have risen 26.5%.

In May, working hours declined 0.5 hour or 1.2%—the same change that occurred between March and April. Of the twenty-five industries surveyed, meat packing recorded the longest work week; boot and shoe recorded the shortest. As a result of growing inventories and lagging sales, production has been curtailed in the boot and shoe industry during recent months. This has been evident in the downward trend of average hours—from 39.8 in January to 35.5 in May, as well as a similar movement in employment.

No change occurred in nominal hours (the scheduled number of hours of operation of a plant, shift or department) between April and May. The latest average of 40.8 hours, however, was 0.2 hour, or 0.5%, below the level of a year ago.

MAN HOURS

The index of man hours was smaller in May than at any time since September, 1947. The most recent monthly decline of 2.7% brought it to 101.9 (1923=

100). This was 3.0% below the May, 1947, level and 28.5% below the peak for the series, reached in October and November, 1943.

EMPLOYMENT

A marked drop was also noted in the number of production workers employed during May. This latest index of 126.3 (1923=100) was 1.5% below the April level, as well as 1.3% below that of a year ago. Only one industry—meat packing—showed no change in employment between April and May, since strikes were in effect both months, while fifteen registered declines. At the extreme end of this scale was the automobile industry, which experienced a 9.5% reduction in employment over the month. A series of shut-downs, resulting from industry strikes and a steel shortage, were contributing factors in this decline. In the period from August, 1939, (the last peacetime month prior to World War II), to date, employment in the twenty-five manufacturing industries has risen 47.7%. However, it has declined 18.1% since October and November, 1943, the wartime peak months.

PAYROLLS

Payrolls shrank again in May for the second consecutive month. The index was 1.9% below that of

the previous month but 4.7% more than the May, 1947, level. As a result of increases in both employment and weekly earnings between August, 1939, and this past May, total disbursements have expanded 207.8%.

CEMENT AND PETROLEUM

The 3% rise in average hourly earnings of cement workers is due principally to wage-rate increases granted during May. Those actually reported to the Board in this survey averaged 1.5% for all workers. Additional overtime payments, necessitated by a lengthening of the work week from 40.6 to 41.2 hours, also served to raise the hourly return in the industry. Although total employment rose slightly between April and May, the number of common and unskilled males declined 3.7%. The coincidental expansion of the more highly paid skilled labor force was also instrumental in moving the level of earnings upward.

Production workers in petroleum refineries earned more for an hour's work in May than ever before. This latest peak exceeded the April average by 1.2% and the previous high point, reached in March of this year, by 0.9%. Since May, 1947, the level has been raised 16.5 cents or 10.4%. Both the unskilled and skilled male labor groups shared in these higher earn-

EARNINGS, EMPLOYMENT, MAN HOURS, AND PAYROLLS, PRODUCTION WORKERS, MAY, 1948

Index Numbers, 1923=100

NOTE: Hourly earnings are not wage rates, because they include overtime and other monetary compensation

INDUSTRY	Average Earnings						Employment		Total Man Hours Worked		Payrolls	
	Hourly, Actual		Weekly									
			Actual		Real ⁷							
	May	April	May	April	May	April	May	April	May	April	May	April
Agricultural implement.....	264.2	262.6	217.5	215.1	158.3	157.5r	199.6	181.2	164.1	148.2	434.1	389.8
Automobile ¹	248.6	246.5	195.4	196.3	142.2	143.7r	126.1	139.3	99.1	111.0	246.4	273.4
Boot and shoe.....	208.8	210.3	161.1	169.2	117.2	123.9r	100.5	102.8	77.7	82.9	161.9	173.9
Chemical.....	293.3	292.7	227.1	226.6	165.3	165.9r	204.8	204.4	159.1	158.8	465.1	463.2
Cotton—North.....	274.8	276.4	229.5	236.2	167.0	172.9r	44.8	45.3	37.4	38.7	102.8	107.0
Electrical manufacturing.....	252.8	252.3	211.7	212.9	154.1	155.9r	266.7	270.1	222.7	227.2	564.6	575.0
Furniture ³	267.3	266.5	224.9	225.1	163.7	164.8r	144.2	147.7	121.4	124.7	324.3	332.5
Hosiery and knit goods.....	308.1	307.1	261.6	265.1	190.4	194.1r	97.8	97.5	83.0	84.2	255.8	258.5
Iron and steel ⁴	264.6	260.2	175.1	172.2	127.4	126.1r	128.3	128.1	84.5	84.4	224.7	220.6
Leather tanning and finishing.....	284.6	279.0	240.2	230.3	174.8	168.6r	71.8	71.7	60.7	59.2	172.5	165.1
Lumber and millwork.....	320.5	315.2	251.6	262.3	183.1	192.0r	54.9	55.8	43.2	46.4	138.1	146.4
Meat packing.....	274.8	275.5	255.1	256.4	185.7	187.7r	90.5	90.5	84.2	84.3	230.9	232.0
Paint and varnish.....	249.2	248.0	220.6	216.5	160.6	158.5r	170.7	168.3	150.9	146.8	376.6	364.4
Paper and pulp.....	268.7	260.5	231.7	223.8	168.6	163.8r	151.1	150.0	130.1	128.9	350.1	335.7
Paper products.....	276.1	272.4	234.2	230.9	170.5	169.0r	191.6	193.6	163.6	165.3	448.7	447.0
Printing—book and job.....	261.1	257.9	230.4	226.1	167.7	165.5r	150.0	149.7	132.3	131.1	345.6	338.5
Printing—news and magazine.....	262.6	261.6	223.7	226.7	162.8	166.0r	156.1	156.6	133.2	136.1	349.2	355.0
Rubber.....	241.2	238.7	202.8	196.2	147.6	143.6r	135.6	137.4	113.8	112.8	275.0	269.6
Silk and rayon.....	255.2	259.1	220.6	230.1	160.6	168.4r	97.6	97.4	84.1	86.5	215.3	224.1
Wool.....	274.1	273.1	241.1	241.8	175.5	177.0r	90.0	90.1	79.2	79.6	217.0	217.9
Foundries and machine shops.....	252.2	251.0	206.6	205.9	150.4	150.7r	138.2	140.1	112.9	114.7	285.5	288.5
1. Foundries.....	244.6	243.9	199.5	197.4	145.2	144.5r	161.5	162.2	131.6	131.2	322.2	320.2
2. Machines and machine tools.....	259.0	257.9	213.8	213.1	155.6	156.0r	130.6	132.0	107.5	108.9	279.2	281.3
3. Heavy equipment.....	226.1	225.7	189.1	190.6	137.6	139.5r	110.4	112.5	92.3	95.0	208.8	214.4
4. Hardware and small parts.....	268.6	268.0	226.3	225.7	164.7	165.2r	145.2	146.8	122.1	123.5	328.6	331.3
5. Other products.....	257.9	255.2	209.1	207.3	152.2	151.8r	140.5	142.9	113.9	115.9	293.8	296.2
25 INDUSTRIES	264.9	263.0	213.7	214.6	155.5	157.1r	126.3	128.2	101.9	104.7	269.9	275.1

NOTE: No basic 1923 data are available, hence no indexes are given for the following: Rayon producing, rubber tires and tubes, other rubber products, woolen and worsted goods, other woolen products, cement, petroleum refining, "27 industries," aircraft and shipbuilding.
See footnotes on page 421.

ings over the month, their weekly return having advanced 2.9% and 2.3%, respectively. Average working hours were also increased for each group from April to May, although the nominal work week remained the same—40.2 hours. This level has not varied since February, 1946.

AIRCRAFT

Employment distribution was the most noticeable aspect of aircraft payroll statistics in May. Total employment changed insignificantly; however, the actual number of women workers rose 6.6% over the month and the proportion of this group moved from 10.8% of the composite in April to 11.5% in May. The average hourly return of all workers combined increased 0.4 cents or 0.3%, while the length of the work week averaged 38.9 hours in both months.

SHIPBUILDING

Weekly earnings of all production workers employed in shipyards were 5.1% less in May than in

the preceding month. The work week was also shortened for each labor group, the average decline approximating two hours. Despite a total reduction of 0.3% in hourly earnings, the average for the unskilled males and the women workers rose 1.1% and 1.9% respectively. Employment in the industry moved noticeably downward. The May survey reflected a 4.2% drop distributed among the three labor classifications.

LABOR STATISTICS IN MAY

Hourly earnings climbed to \$1.433 in May, 0.7% above the April average and 7.8% above that of May, 1947. Since 1929, they have increased 142.9%.

Weekly earnings dropped 0.4% between April and May. However, they exceeded the levels for May, 1947, and the year 1929 by 6.0% and 99.2%, respectively.

Real weekly earnings, which reflect the revision made in the consumers' price index series but con-

EARNINGS AND HOURS, MALE AND FEMALE PRODUCTION WORKERS, MAY, 1948

NOTE: Hourly earnings are not wage rates, because they include overtime and other monetary compensation

INDUSTRY	All Male						Female					
	Average Earnings in Dollars				Average Hours per Week per Production Worker		Average Earnings in Dollars				Average Hours per Week per Production Worker	
	Hourly		Weekly		May	April	Hourly		Weekly		May	April
	May	April	May	April			May	April	May	April		
Agricultural implement.....	1.476	1.467	60.22	59.56	40.8	40.6	1.270	1.257	49.80	48.81	39.2	38.8
Automobile ¹	1.600	1.581	60.30	60.26	37.7	38.1	1.306	1.342	46.40	49.19	35.5	36.7
Boot and shoe.....	1.239	1.246	45.00	47.00	36.3	37.7	.942	.953	32.57	34.56	34.6	36.2
Chemical.....	1.551	1.548	61.28	61.14	39.5	39.5	1.084	1.081	40.87	40.85	37.7	37.8
Rayon producing ²	1.321	1.323	52.21	51.90 _r	39.5	39.2	1.128	1.121	42.14	41.57 _r	37.4	37.1 _r
Cotton—North.....	1.292	1.298	53.60	55.24	41.5	42.6	1.117	1.127	42.01	43.18	37.6	38.3
Electrical manufacturing.....	1.513	1.513	61.64	62.06	40.7	41.0	1.184	1.178	44.64	44.88	37.7	38.1
Furniture ³	1.415	1.411	57.55	57.74	40.7	40.9	1.107	1.115	44.02	43.62	39.8	39.1
Hosiery and knit goods.....	1.601	1.604	66.24	67.22	41.4	41.9	.938	.927	35.83	36.07	38.2	38.9
Iron and steel ⁴	1.582	1.556	60.13	59.13	38.0	38.0	1.211	1.198	45.43	45.45	37.5	37.9
Leather tanning and finishing.....	1.408	1.380	57.41	54.96	40.8	39.8	1.209	1.189	44.60	43.13	36.9	36.3
Lumber and millwork.....	1.529	1.505	59.44	62.17	38.9	41.3	1.128	1.122	43.59	43.20	38.7	38.5
Meat packing.....	1.336	1.339	62.68	62.94	46.9	47.0	1.127	1.130	43.25	43.66	42.8	43.1
Paint and varnish.....	1.422	1.416	58.85	57.74	41.4	40.8	1.067	1.057	42.26	41.35	39.6	39.1
Paper and pulp.....	1.373	1.331	61.65	59.55	44.9	44.7	1.013	.989	41.35	39.95	40.8	40.4
Paper products.....	1.368	1.353	58.51	57.80	42.8	42.7	.987	.967	37.89	37.29	38.4	38.5
Printing—book and job.....	1.913	1.887	79.50	78.34	41.6	41.5	1.168	1.144	44.28	42.42	37.9	37.1
Printing—news and magazine.....	1.932	1.924	74.48	75.54	38.5	39.3	1.117	1.114	41.75	42.10	37.4	37.8
Rubber.....	1.625	1.608	61.72	59.16	38.0	36.8	1.130	1.131	41.35	41.68	36.6	36.9
1. Rubber tires and tubes.....	1.717	1.689	63.01	59.05	36.7	35.0	1.302	1.293	43.88	42.67	33.7	33.0
2. Other rubber products.....	1.455	1.466	59.06	59.39	40.6	40.5	1.056	1.065	40.10	41.20	38.0	38.7
Silk and rayon.....	1.347	1.370	55.25	57.82	41.0	42.2	1.088	1.091	41.74	42.83	38.4	39.3
Wool.....	1.442	1.440	61.99	62.06	43.0	43.1	1.272	1.265	50.43	50.88	39.6	40.2
1. Woolen and worsted goods.....	1.450	1.453	62.69	62.91	43.3	43.3	1.316	1.306	53.03	53.31	40.3	40.8
2. Other woolen products ⁵	1.434	1.427	61.23	61.14	42.7	42.8	1.183	1.179	45.41	46.05	38.4	39.1
Foundries and machine shops.....	1.475	1.468	60.13	60.00	40.8	40.9	1.148	1.140	44.33	43.77	38.6	38.4
1. Foundries.....	1.452	1.447	59.47	58.89	41.0	40.7	1.211	1.200	48.39	46.37	39.9	38.6
2. Machines and machine tools.....	1.436	1.429	59.16	58.95	41.2	41.3	1.173	1.172	44.67	44.61	38.1	38.1
3. Heavy equipment.....	1.527	1.524	63.02	63.54	41.3	41.7	1.120	1.122	44.37	44.25	39.6	39.5
4. Hardware and small parts.....	1.429	1.426	59.07	58.98	41.3	41.4	1.090	1.088	41.84	41.57	38.4	38.2
5. Other products.....	1.489	1.475	59.22	58.75	39.8	39.8	1.175	1.161	45.29	44.58	38.5	38.4
25 INDUSTRIES.....	1.505	1.493	60.24	60.45	40.1	40.6	1.094	1.091	41.55	41.99	37.9	38.4
Cement.....	1.282	1.245 _r	52.82	50.55 _r	41.2	40.6 _r
Petroleum refining.....	1.743	1.728	70.58	68.97	40.4	39.9
27 INDUSTRIES.....	1.507	1.495	60.34	60.51 _r	40.1	40.5
Aircraft.....	1.441	1.433 _r	56.10	55.84 _r	38.9	39.0	1.210	1.219 _r	46.32	46.58 _r	38.3	38.2
Shipbuilding.....	1.581	1.585	59.14	62.32	37.4	39.3	1.114	1.093	39.99	41.32	35.9	37.8

See footnotes on page 421.

EARNINGS AND HOURS, UNSKILLED AND SKILLED AND SEMI-SKILLED MALE PRODUCTION WORKERS, MAY, 1948

NOTE: Hourly earnings are not wage rates, because they include overtime and other monetary compensation

INDUSTRY	Unskilled						Skilled and Semi-Skilled					
	Average Earnings in Dollars				Average Hours per Week per Production Worker		Average Earnings in Dollars				Average Hours per Week per Production Worker	
	Hourly		Weekly				Hourly		Weekly			
	May	April	May	April	May	April	May	April	May	April	May	April
Agricultural implement.....	1.290	1.286	51.38	51.10	39.8	39.7	1.510	1.501	61.86	61.21	41.0	40.8
Automobile ¹	1.360	1.334	52.95	51.01	38.9	38.2	1.628	1.609	61.14	61.33	37.6	38.1
Boot and shoe.....	.721	.703	24.91	26.77	34.5	38.1	1.258	1.267	45.79	47.79	36.4	37.7
Chemical.....	1.302	1.293	51.85	51.19	39.8	39.6	1.614	1.612	63.62	63.63	39.4	39.5
Rayon producing ²	1.081	1.085	42.38	42.10 ^r	39.2	38.8	1.351	1.354	53.45	53.16 ^r	39.6	39.3
Cotton—North.....	1.192	1.192	49.02	49.30	41.1	41.4	1.329	1.337	55.34	57.57	41.6	43.1
Electrical manufacturing.....	1.230	1.223	49.22	49.57	40.0	40.5	1.552	1.553	63.36	63.83	40.8	41.1
Furniture ³	1.071	1.064	43.47	42.01	40.6	39.5	1.442	1.438	58.65	59.04	40.7	41.1
Hosiery and knit goods.....	1.051	1.041	47.09	46.45	44.8	44.6	1.659	1.661	68.07	69.16	41.0	41.6
Iron and steel ⁴	1.288	1.266	45.55	44.74	35.4	35.3	1.639	1.612	63.21	62.16	38.6	38.6
Leather tanning and finishing.....	1.204	1.195	48.75	47.73	40.5	39.9	1.431	1.401	58.38	55.79	40.8	39.8
Lumber and millwork.....	1.188	1.158	48.38	49.61	40.7	42.8	1.645	1.623	62.96	66.23	38.3	40.8
Meat packing.....	1.192	1.191	57.11	57.03	47.9	47.9	1.393	1.399	64.84	65.28	46.5	46.7
Paint and varnish.....	1.181	1.173	49.63	47.70	42.0	40.7	1.492	1.486	61.51	60.67	41.2	40.8
Paper and pulp.....	1.207	1.160	52.21	50.25	43.3	43.3	1.441	1.401	65.66	63.50	45.6	45.3
Paper products.....	1.111	1.108	47.03	46.05	42.3	41.6	1.461	1.439	62.74	62.06	42.9	43.1
Printing—book and job.....	1.298	1.280	55.43	54.28	42.7	42.4	2.126	2.093	87.56	86.31	41.2	41.2
Printing—news and magazine.....	1.303	1.327	47.50	49.13	36.4	37.0	2.116	2.102	82.96	84.02	39.2	40.0
Rubber.....	1.345	1.305	51.11	47.50	38.0	36.4	1.632	1.616	62.00	59.49	38.0	36.8
1. Rubber tires and tubes.....	1.421	1.369	51.72	46.82	36.4	34.2	1.724	1.697	63.32	59.41	36.7	35.0
2. Other rubber products.....	1.159	1.170	49.48	50.26	42.7	43.0	1.463	1.475	59.31	59.63	40.5	40.4
Wool.....	1.284	1.281	56.30	56.08	43.9	43.8	1.517	1.518	64.62	64.89	42.6	42.8
1. Woolen and worsted goods.....	1.339	1.337	58.18	57.99	43.5	43.4	1.513	1.520	65.25	65.79	43.1	43.3
2. Other woolen products ⁵	1.205	1.200	53.55	53.27	44.4	44.4	1.522	1.515	64.02	64.04	42.1	42.3
Foundries and machine shops.....	1.249	1.248	50.68	50.75	40.6	40.7	1.520	1.511	62.01	61.81	40.8	40.9
1. Foundries.....	1.268	1.264	52.26	51.76	41.2	41.0	1.519	1.511	62.05	61.36	40.9	40.6
2. Machines and machine tools.....	1.196	1.189	48.90	49.12	40.9	41.3	1.469	1.463	60.59	60.36	41.3	41.3
3. Heavy equipment.....	1.212	1.206	49.76	49.70	41.1	41.2	1.570	1.567	64.84	65.46	41.3	41.8
4. Hardware and small parts.....	1.240	1.252	50.72	51.64	40.9	41.2	1.484	1.479	61.55	61.19	41.5	41.4
5. Other products.....	1.290	1.290	50.89	50.80	39.5	39.4	1.524	1.506	60.73	60.13	39.8	39.9
24 INDUSTRIES ⁶	1.233	1.219	49.88	49.61	40.5	40.8	1.568	1.556	62.68	62.88	40.0	40.5
Cement.....	1.130	1.097 ^r	45.23	40.13 ^r	40.0	36.6 ^r	1.299	1.261 ^r	53.69	51.80 ^r	41.3	41.1 ^r
Petroleum refining.....	1.394	1.363	56.48	54.89	40.5	40.3	1.785	1.768	72.07	70.47	40.4	39.9
26 INDUSTRIES ⁶	1.234	1.220	49.91	49.58	40.5	40.7	1.570	1.557	62.72	62.92 ^r	40.0	40.4
Aircraft.....	1.188	1.166 ^r	46.81	45.47 ^r	39.4	39.0	1.448	1.441 ^r	56.38	56.13 ^r	38.9	39.0
Shipbuilding.....	1.245	1.232	43.92	46.41	35.3	37.7	1.623	1.629	61.18	64.44	37.7	39.5

NOTE: The wage data here given are for cash payments only and do not take into consideration the value of such wage equivalents as reduced or free house rents or other special services rendered by the company to employees. Various forms of wage equivalents are in use in industrial establishments in many localities, but the part which they play as compensation for work performed cannot be taken into account in a study of this character.

¹Based on data collected by the Automobile Manufacturers Association and THE CONFERENCE BOARD.

²Based on data collected by the Textile Economics Bureau, Inc. and THE CONFERENCE BOARD.

³Includes wood, metal, and upholstered household and office furniture.

⁴Based on data collected by the American Iron and Steel Institute and THE CONFERENCE BOARD.

⁵Principally rugs.

⁶Silk and rayon industry not included, as adequate data for unskilled and skilled groups are not available for this industry.

^rRevised series; these data not comparable with previously published indexes.

^rRevised.

tinue on a 1923=100 base, declined 1.0% from this April and 2.5% from May of last year. From 1929 to date, they have risen 45.5%.

Hours per week were cut 1.2% over the month and 1.7% over the year. A decline of 17.8% occurred since 1929.

Employment was reduced 1.5% between April and May and 1.3% between May, 1947, and this May. However, since 1929 it has increased 25.0%.

Man hours were 2.7% less in May than in the preceding month and 3.0% below last May's level. They were 2.7% greater than in 1929.

Payrolls shrank 1.9% from April to May. Since May, 1947, and the year 1929, they have expanded 4.7% and 149.0% respectively.

ELIZABETH M. CASELLI
Statistical Division

Consumer's Prices Continue To Advance

AN INCREASE of 0.6% occurred in consumers' prices in June, 1948, according to figures compiled by THE CONFERENCE BOARD. The index reached 164.1 (January, 1939=100), 8.6% higher than in June, 1947, and 11.3% higher than in June, 1920, when the post-World War I peak was reached.

The purchasing value of the dollar (January, 1939=100 cents) declined 0.7% from May, falling to 60.9 cents. This was 5.3 cents lower than its value a year ago.

Retail food prices showed the greatest change over the month, rising 1.0% since mid-May. This was the third consecutive increase in food prices, the previous month-to-month change having amounted to 1.3%. The most substantial rises occurred in the prices of meats, many cuts having reached the highest level on record. Increases ranged from a few cents to as much as twenty cents per pound. Only salt pork and fish showed declines. Appreciable price increases re-

ported for dairy products contributed to the upward price movement led by meats. Fresh vegetables showed seasonal declines. Since June, 1947, food prices have risen 12.3% in the United States as a whole.

Housing costs, which are surveyed quarterly, rose 0.5% from March 15 to June 15, as compared with an increase of 0.2% measured for the preceding survey period. The rental increases reported in June took place under the provisions of the Federal Housing and Rent Act of 1947, as amended on April 1, 1948. Leases extending through 1949 and providing for a 15% increase of the rental in effect in June, 1947, accounted for the major portion of the change; the contribution of smaller permissive increases was slight. The total increase since June, 1947, has been 5.7%. The effectiveness of rent control is strikingly indicated by the fact that two years and ten months after the end of the First World War the increase in rentals amounted to 40.8%, as contrasted with an increase of only 5.8% for a comparable post-World War II period.

Retail clothing prices dropped 0.2% from May, reflecting a greater decline in women's than in men's apparel. This represents a third consecutive decline, the May decline being 0.1% and the April drop, 0.3%.

(Text continued on page 426)

CONSUMERS' PRICE INDEX FOR THE UNITED STATES, AND PURCHASING VALUE OF THE DOLLAR

Index Numbers, January, 1939=100

Revised Series: January, 1939=100; Series previously was on 1923=100.

Date	Weighted Average of All Items	Food	Housing ¹	Clothing			Fuels ²			House Furnishings	Sundries	Purchasing Value of the Dollar
				Total	Men's	Women's	Total	Electricity	Gas			
1946 June.....	129.9	149.8 _a	104.7	135.5	138.9	132.6	106.4	91.5	93.1	132.0	126.4	77.0
September.....	137.9	169.3 _b	104.7	140.0	144.9	135.8	110.0	90.7	93.1	135.8	128.9	72.5
December.....	148.3	192.5 _c	104.7	147.8	157.3	139.8	110.5	90.2	93.3	144.4	134.7	67.4
Annual average ³ ...	136.1	164.6	104.7	139.2	144.2	135.0	108.4	91.1	93.3	135.4	128.6	73.8
1947 March.....	150.5	196.3 _d	104.7	151.0	161.7	142.0	111.7	90.0	93.2	148.1	136.0	66.4
June.....	151.1	197.5 _e	104.7	149.3	161.6	138.9	111.3	89.8	93.9	147.6	137.5	66.2
July.....	151.7	198.5	104.7	149.2	161.3	139.0	112.7	88.1	93.8	148.4	138.3	65.9
August.....	154.4	205.3 _f	104.7	149.9	161.7	139.9	116.7	89.8	93.8	148.8	138.6	64.8
September.....	157.0	212.1	104.7	151.2	161.8	142.3	117.2	89.8	93.8	150.6	139.1	63.7
October.....	157.9	210.8	109.1	152.0	162.0	143.5	117.8	89.9	93.8	151.9	140.2	63.3
November.....	159.1	212.9 _g	109.1	153.2	163.6	144.5	119.0	89.9	93.8	153.3	141.1	62.9
December.....	161.1	216.9	109.9	154.0	164.4	145.2	119.4	89.9	93.8	154.1	142.6	62.1
Annual average ⁴ ...	153.8	203.2	105.9	150.9	162.1	141.4	114.3	89.7	93.7	149.5	138.4	65.0
1948 January.....	162.4	218.9 _h	109.9	155.7	166.5	146.5	120.1 _r	89.8 _r	93.8	155.4	143.9	61.6
February.....	160.6	213.2 _i	109.9	156.5	168.1	146.7	120.3 _r	89.8 _r	93.9	156.0 _r	143.8	62.3
March.....	160.3	210.9	110.1	156.8	168.5	146.8	120.3 _r	89.9 _r	93.9	156.3	145.0	62.4
April.....	162.2	216.8	110.1	156.3	168.2 _r	146.0 _r	120.5 _r	89.8 _r	93.9	156.4 _r	145.0	61.7
May.....	163.1	219.6 _j	110.1	156.2	168.4	145.8	121.5 _r	89.8 _r	93.9	156.2	144.7	61.3
June.....	164.1	221.8	110.7	155.9	168.2	145.5	122.2	90.1	93.9	156.1	145.4	60.9
Percentage Changes												
May, 1948 to June, 1948...	+0.6	+1.0	+0.5	-0.2	-0.1	-0.2	+0.6	+0.3	0	-0.1	+0.5	-0.7
June, 1947 to June, 1948...	+8.6	+12.3	+5.7	+4.4	+4.1	+4.8	+9.8	+0.3	0	+5.8	+5.7	-8.0

¹Rents surveyed quarterly, March 15, June 15, Sept. 15, Dec. 15.

²Includes electricity and gas.

³Average of four quarterly indexes.

⁴Weighted average of two quarterly indexes and six monthly indexes.

_aBased on food prices for June 13, 1946.

_bBased on food prices for Sept. 16, 1946.

_cBased on food prices for Dec. 16, 1946.

_dBased on food prices for March 13, 1947.

_eBased on food prices for June 16, 1947.

_fBased on food prices for Aug. 13, 1947.

_gBased on food prices for Nov. 17, 1947.

_hBased on food prices for Jan. 14, 1948.

_iBased on food prices for Feb. 16, 1948.

_jBased on food prices for May 13, 1948.

CONSUMERS' PRICE INDEXES FOR FIFTY-SEVEN CITIES

Source: THE CONFERENCE BOARD

NOTE: These indexes do NOT show intercity differences in price level or standards of living. They show only changes in consumers' prices in each city, which changes may be compared with those for other cities.

CITY	Index Numbers Jan., 1939=100			Percentage Changes		CITY	Index Numbers Jan., 1939=100			Percentage Changes	
	June 1948	May 1948	June 1947	May 1948 to June 1948	June 1947 to June 1948		June 1948	May 1948	June 1947	May 1948 to June 1948	June 1947 to June 1948
Akron						Chicago					
Food.....	228.3	224.6	207.5	+1.6	+10.0	Food.....	231.3	225.3	205.2	+2.7	+12.7
Housing ¹	119.8	118.0	113.9	+1.5	+5.2	Housing ¹	120.5	120.5	105.8	0	+13.9
Clothing.....	154.1	154.3 ^r	144.5	-0.1	+6.6	Clothing.....	155.1	155.4	148.1	-0.2	+4.7
Fuels ²	147.8	147.0	124.4	+0.5	+18.8	Fuels ²	107.6	107.5	99.7	+0.1	+7.9
Housefurnishings.....	134.9	134.8	127.9	+0.1	+5.5	Housefurnishings.....	151.5	151.9 ^r	141.3	-0.3	+7.2
Sundries.....	144.2	144.2 ^r	137.3	0	+5.0	Sundries.....	144.7	145.0	137.2	-0.2	+5.5
Weighted Total.....	165.7	164.3	153.4	+0.9	+8.0	Weighted Total.....	166.8	164.9	151.6	+1.2	+10.0
Atlanta						Cincinnati					
Food.....	230.1	222.8	208.8	+3.3	+10.2	Food.....	222.3	219.8	195.6	+1.1	+13.7
Housing ¹	108.8	108.3	99.2	+0.5	+9.7	Housing ¹	105.9	105.8	100.9	+0.1	+5.0
Clothing.....	150.0	152.3	146.7	-1.5	+2.2	Clothing.....	166.8	166.3	156.6	+0.3	+6.5
Fuels ²	131.0	131.0	114.8	0	+14.1	Fuels ²	128.9	128.9	112.6	0	+14.5
Housefurnishings.....	143.4	143.1	137.6	+0.2	+4.2	Housefurnishings.....	147.4	145.3	137.3	+1.4	+7.4
Sundries.....	137.5	137.5	131.5	0	+4.6	Sundries.....	148.4	148.6	139.6	-0.1	+6.3
Weighted Total.....	161.2	159.2	149.9	+1.3	+7.5	Weighted Total.....	166.1	165.2	151.5	+0.5	+9.6
Baltimore						Cleveland					
Food.....	221.3	220.3	204.0	+0.5	+8.5	Food.....	220.0	215.5 ^r	195.4	+2.1	+12.6
Housing ¹	109.2	108.3	103.2	+0.8	+5.8	Housing ¹	116.7	116.7	109.7	0	+6.4
Clothing.....	154.1	155.7	145.3	-1.0	+6.1	Clothing.....	164.3	164.5	157.1	-0.1	+4.6
Fuels ²	133.4	131.6	122.6	+1.4	+8.8	Fuels ²	129.7	129.7	112.1	0	+15.7
Housefurnishings.....	164.8	165.1 ^r	155.9	-0.2	+5.7	Housefurnishings.....	161.5	161.5	153.0	0	+5.6
Sundries.....	142.4	142.5	136.2	-0.1	+4.6	Sundries.....	147.8	147.7	140.7	+0.1	+5.0
Weighted Total.....	165.4	164.9	154.6	+0.3	+7.0	Weighted Total.....	165.3	163.9	152.1	+0.9	+8.7
Birmingham						Dallas					
Food.....	227.2	225.1	207.1	+0.9	+9.7	Food.....	223.1	220.6	198.5	+1.1	+12.4
Housing ¹	117.5	117.5	105.7	0	+11.2	Housing ¹	115.1	112.6	105.6	+2.2	+9.0
Clothing.....	157.3	158.1	151.0	-0.5	+4.2	Clothing.....	161.8	161.8	151.0	0	+7.2
Fuels ²	122.7	122.7	113.8	0	+7.8	Fuels ²	89.1	89.1	89.1	0	0
Housefurnishings.....	152.8	152.8	144.6	0	+5.7	Housefurnishings.....	154.2	154.0 ^r	147.0	+0.1	+4.9
Sundries.....	132.1	132.1	126.3	0	+4.6	Sundries.....	145.5	145.0	135.3	+0.3	+7.5
Weighted Total.....	160.7	160.2	149.4	+0.3	+7.6	Weighted Total.....	159.7	158.5	146.6	+0.8	+8.9
Boston						Dayton					
Food.....	209.1	206.7	184.3	+1.2	+13.5	Food.....	217.0	215.8	194.8	+0.6	+11.4
Housing ¹	113.9	112.3	104.5	+1.4	+9.0	Housing ¹	117.5	112.6	106.4	+4.4	+10.4
Clothing.....	145.6	145.6	140.8	0	+3.4	Clothing.....	151.6	152.1	146.9	-0.3	+3.2
Fuels ²	152.0	151.7	130.0	+0.2	+16.9	Fuels ²	137.3	136.3	113.6	+0.7	+20.9
Housefurnishings.....	159.1	159.6	152.6	-0.3	+4.3	Housefurnishings.....	164.4	164.4	159.0	0	+3.4
Sundries.....	145.1	145.1	141.3	0	+2.7	Sundries.....	140.1	140.0	134.2	+0.1	+4.4
Weighted Total.....	162.9	161.6	148.6	+0.8	+9.6	Weighted Total.....	162.0	160.8	149.2	+0.7	+8.6
Bridgeport						Denver					
Food.....	219.0	211.6	185.2	+3.5	+18.3	Food.....	224.7	225.5 ^r	199.4	-0.4	+12.7
Housing ¹	107.1	107.1	106.5	0	+0.6	Housing ¹	113.4	113.4	105.5	0	+7.5
Clothing.....	151.3	151.8 ^r	144.6	-0.3	+4.6	Clothing.....	158.5	158.5 ^r	149.4	0	+6.1
Fuels ²	146.2	144.9	130.4	+0.9	+12.1	Fuels ²	101.8	101.8	94.4	0	+7.8
Housefurnishings.....	152.3	151.8	143.0	+0.3	+6.5	Housefurnishings.....	151.5	150.2 ^r	144.7	+0.9	+4.7
Sundries.....	165.8	165.3	149.3	+0.3	+11.1	Sundries.....	143.4	143.3	134.7	+0.1	+6.5
Weighted Total.....	168.4	165.7	150.5	+1.6	+11.9	Weighted Total.....	162.4	162.6 ^r	148.9	-0.1	+9.1
Buffalo						Des Moines					
Food.....	233.9	228.8	206.0	+2.2	+13.5	Food.....	223.5	222.7 ^r	193.5	+0.4	+15.5
Housing ¹	117.8	117.8	112.3	0	+4.9	Housing ¹	107.7	107.7	105.3	0	+2.3
Clothing.....	151.5	151.5 ^r	144.8	0	+4.6	Clothing.....	167.2	167.7	157.2	-0.3	+6.4
Fuels ²	135.4	131.7	119.9	+2.8	+12.9	Fuels ²	143.2	142.5	128.4	+0.5	+11.5
Housefurnishings.....	160.4	159.7	150.9	+0.4	+6.3	Housefurnishings.....	162.5	161.6	156.9	+0.6	+3.6
Sundries.....	145.6	145.5	137.4	+0.1	+6.0	Sundries.....	142.3	143.4	136.7	-0.8	+4.1
Weighted Total.....	168.6	166.7 ^r	154.3	+1.1	+9.3	Weighted Total.....	162.0	162.1	149.3	-0.1	+8.5
Chattanooga						Detroit					
Food.....	229.0	230.4 ^r	213.6	-0.6	+7.2	Food.....	226.2	223.6	200.3	+1.2	+12.9
Housing ¹	103.7	103.7	103.7	0	0	Housing ¹	109.9	109.9	107.4	0	+2.3
Clothing.....	155.9	156.2	144.4	-0.2	+8.0	Clothing.....	156.8	156.5 ^r	150.9	+0.2	+3.9
Fuels ²	133.0	133.0	113.5	0	+17.2	Fuels ²	141.7	141.5	122.4	+0.1	+15.8
Housefurnishings.....	144.0	144.0	138.3	0	+4.1	Housefurnishings.....	161.9	162.3	150.5	-0.2	+7.6
Sundries.....	136.3	135.4	129.5	+0.7	+5.3	Sundries.....	159.4	159.4	149.6	0	+6.6
Weighted Total.....	161.1	161.2	151.7	-0.1	+6.2	Weighted Total.....	168.1	167.3	154.7	+0.5	+8.7

¹Rents surveyed quarterly, March 15, June 15, September 15 and December 15.

²Includes electricity and gas.

^rRevised.

CONSUMERS' PRICE INDEXES FOR FIFTY-SEVEN CITIES—Continued

Source: THE CONFERENCE BOARD

NOTE: These indexes do NOT show intercity differences in price level or standards of living. They show only changes in consumers' prices in each city, which changes may be compared with those for other cities.

CITY	Index Numbers Jan., 1939=100			Percentage Changes		CITY	Index Numbers Jan., 1939=100			Percentage Changes	
	June 1948	May 1948	June 1947	May 1948 to June 1948	June 1947 to June 1948		June 1948	May 1948	June 1947	May 1948 to June 1948	June 1947 to June 1948
Duluth						Kansas City, Mo.					
Food.....	219.1	219.8	192.0	-0.3	+14.1	Food.....	207.6	209.8	187.1	-1.0	+11.0
Housing ¹	101.9	101.9	100.2	0	+1.7	Housing ¹	108.4	108.4	105.5	0	+2.7
Clothing.....	165.3	165.4	158.4	-0.1	+4.4	Clothing.....	161.0	161.1	153.1	-0.1	+5.2
Fuels ²	147.5	147.3	123.2	+0.1	+19.6	Fuels ²	114.1	114.1	103.7	0	+10.0
Housefurnishings.....	170.6	170.4	159.1	+0.1	+7.2	Housefurnishings.....	144.4	144.5	135.1	-0.1	+6.9
Sundries.....	142.3	142.2	135.7	+0.1	+4.9	Sundries.....	149.7	149.8	139.1	-0.1	+7.6
Weighted Total.....	165.8	166.0	150.9	-0.1	+9.9	Weighted Total.....	158.1	158.7	146.2	-0.4	+8.1
Erie, Pa.						Lansing					
Food.....	234.1	232.0 ^r	221.8	+0.9	+5.5	Food.....	244.6	242.6	225.2	+0.8	+8.6
Housing ¹	123.2	123.2 ^r	110.2	0	+11.8	Housing ¹	102.1	102.1	98.0	0	+4.2
Clothing.....	171.8	172.0	169.6	-0.1	+1.3	Clothing.....	157.0	157.0	146.2	0	+7.4
Fuels ²	147.9	146.1	128.0	+1.2	+15.5	Fuels ²	131.2	131.2	115.2	0	+13.9
Housefurnishings.....	157.3	157.9	148.5	-0.4	+5.9	Housefurnishings.....	163.0	163.0	156.4	0	+4.2
Sundries.....	154.8	154.7	147.9	+0.1	+4.7	Sundries.....	155.5	155.9	145.6	-0.3	+6.8
Weighted Total.....	175.3	174.5 ^r	164.7	+0.5	+6.4	Weighted Total.....	168.1	167.6	156.3	+0.3	+7.5
Fall River						Los Angeles					
Food.....	206.8	204.2	185.8	+1.3	+11.3	Food.....	223.0	220.4 ^r	198.1	+1.2	+12.6
Housing ¹	104.3	104.3	104.3	0	0	Housing ¹	111.8	111.3	106.2	+0.4	+5.3
Clothing.....	172.2	171.2	157.4	+0.6	+9.4	Clothing.....	147.2	147.3	144.1	-0.1	+2.2
Fuels ²	147.6	147.3	123.7	+0.2	+19.3	Fuels ²	91.8	91.8 ^r	91.8 ^r	0	0
Housefurnishings.....	142.1	141.7	133.8	+0.3	+6.2	Housefurnishings.....	144.3	144.5	133.8	+0.1	+7.8
Sundries.....	141.2	141.2	137.5	0	+2.7	Sundries.....	143.4	143.2	133.4	+0.1	+7.5
Weighted Total.....	160.7	159.7	148.7	+0.6	+8.1	Weighted Total.....	159.7	158.8 ^r	147.2 ^r	+0.6	+8.5
Grand Rapids						Louisville					
Food.....	228.3	228.2	206.6	0	+10.5	Food.....	231.4	228.8 ^r	208.7	+1.1	+10.9
Housing ¹	112.8	106.5	106.5	+5.9	+5.9	Housing ¹	107.1	107.1	103.9	0	+3.1
Clothing.....	155.9	156.2	151.8	-0.2	+2.7	Clothing.....	154.0	154.1 ^r	147.7	-0.1	+4.3
Fuels ²	148.1	148.1	125.9	0	+17.6	Fuels ²	150.7	150.4	125.9	+0.2	+19.7
Housefurnishings.....	165.7	166.7	158.0	-0.6	+4.9	Housefurnishings.....	163.7	164.4 ^r	158.9	-0.4	+3.0
Sundries.....	153.6	152.3	142.3	+0.9	+7.9	Sundries.....	148.6	148.0	139.1	+0.4	+6.8
Weighted Total.....	168.9	167.4	155.4	+0.9	+8.7	Weighted Total.....	171.2	170.2	157.9	+0.6	+8.4
Green Bay, Wis.						Macon					
Food.....	206.9	206.4	193.8	+0.2	+6.8	Food.....	223.4	220.3 ^r	202.4	+1.4	+10.4
Housing ¹	115.2	115.2	106.8	0	+7.9	Housing ¹	123.2	120.1	114.0	+2.6	+8.1
Clothing.....	168.0	168.1	162.2	-0.1	+3.6	Clothing.....	163.7	163.8 ^r	152.1	-0.1	+7.6
Fuels ²	132.4	132.4	117.4	0	+12.8	Fuels ²	116.7	112.2	103.2	+4.0	+13.1
Housefurnishings.....	156.8	157.7 ^r	146.7	-0.6	+6.9	Housefurnishings.....	157.1	156.2	146.8	+0.6	+7.0
Sundries.....	143.2	143.2	131.6	0	+8.8	Sundries.....	137.1	137.1	129.4	0	+6.0
Weighted Total.....	160.0	159.9 ^r	149.0	+0.1	+7.4	Weighted Total.....	164.9	163.4	152.2	+0.9	+8.3
Houston						Memphis					
Food.....	225.4	224.8	200.2	+0.3	+12.6	Food.....	236.8	232.6	214.9	+1.8	+10.2
Housing ¹	111.1	110.0	105.7	+1.0	+5.1	Housing ¹	114.0	114.0	108.4	0	+5.2
Clothing.....	157.1	157.5 ^r	146.6	-0.3	+7.2	Clothing.....	162.4	163.6	155.3	-0.7	+4.6
Fuels ²	81.8	81.8	81.8	0	0	Fuels ²	112.7	112.7	104.3	0	+8.1
Housefurnishings.....	142.0	142.2	134.9	-0.1	+5.3	Housefurnishings.....	154.7	154.7 ^r	151.3	0	+2.2
Sundries.....	144.8	141.7	134.0	+2.2	+8.1	Sundries.....	127.1	127.0	122.4	+0.1	+3.8
Weighted Total.....	159.3	157.9 ^r	146.2	+0.9	+9.0	Weighted Total.....	159.8	158.8	149.8	+0.6	+6.7
Huntington, W. Va.						Milwaukee					
Food.....	218.7	216.4 ^r	205.3	+1.1	+6.5	Food.....	221.3	219.9	196.1	+0.6	+12.9
Housing ¹	111.7	111.7	111.7	0	0	Housing ¹	112.1	111.6	103.5	+0.4	+8.3
Clothing.....	155.7	155.9	148.0	-0.1	+5.2	Clothing.....	167.4	168.0	161.0	-0.4	+4.0
Fuels ²	100.0	100.0	100.0	0	0	Fuels ²	131.8	131.7	117.1	+0.1	+12.6
Housefurnishings.....	160.8	161.6 ^r	154.7	-0.5	+3.9	Housefurnishings.....	172.0	171.9	157.4	+0.1	+9.3
Sundries.....	145.9	145.9	137.4	0	+6.2	Sundries.....	155.0	140.0	132.5	+10.7	+17.0
Weighted Total.....	163.6	162.9 ^r	155.3	+0.4	+5.3	Weighted Total.....	166.5	162.1	148.7	+2.7	+12.0
Indianapolis						Minneapolis					
Food.....	228.0	224.5	205.4	+1.6	+11.0	Food.....	237.6	236.4	209.4	+0.5	+13.5
Housing ¹	116.0	115.4	107.9	+0.5	+7.5	Housing ¹	108.8	108.8	103.7	0	+4.9
Clothing.....	149.0	149.0	143.8	0	+3.6	Clothing.....	163.1	163.3 ^r	155.8	-0.1	+4.7
Fuels ²	144.3	142.8	121.1	+1.1	+19.2	Fuels ²	134.5	134.5	113.6	0	+18.4
Housefurnishings.....	153.1	153.4	147.2	-0.2	+4.0	Housefurnishings.....	166.0	165.8	151.9	+0.1	+9.3
Sundries.....	152.6	152.4	141.3	+0.1	+8.0	Sundries.....	151.5	151.3	135.9	+0.1	+11.5
Weighted Total.....	167.5	166.2	153.5	+0.8	+9.1	Weighted Total.....	170.0	169.6	153.0	+0.2	+11.1

¹Rents surveyed quarterly, March 15, June 15, September 15 and December 15.

²Includes electricity and gas.

^rRevised.

CONSUMERS' PRICE INDEXES FOR FIFTY-SEVEN CITIES—Continued

Source: THE CONFERENCE BOARD

NOTE: These indexes do NOT show intercity differences in price level or standards of living. They show only changes in consumers' prices in each city, which changes may be compared with those for other cities.

CITY	Index Numbers Jan., 1939=100			Percentage Changes		CITY	Index Numbers Jan., 1939=100			Percentage Changes	
	June 1948	May 1948	June 1947	May 1948 to June 1948	June 1947 to June 1948		June 1948	May 1948	June 1947	May 1948 to June 1948	June 1947 to June 1948
Muskegon						Portland, Ore.					
Food.....	264.7	261.4 _r	239.8	+1.3	+10.4	Food.....	227.2	228.0	202.5	-0.4	+12.2
Housing ¹	115.4	115.4	115.2	0	+0.2	Housing ¹	117.3	117.3	110.0	0	+6.6
Clothing.....	150.8	150.6 _r	144.7	+0.1	+4.2	Clothing.....	174.4	174.5	162.5	-0.1	+7.3
Fuels ²	152.0	150.6	134.9	+0.9	+12.7	Fuels ²	124.3	124.3	128.0	0	-2.9
Housefurnishings.....	140.4	139.6	138.7	+0.6	+1.2	Housefurnishings.....	143.5	143.5	138.1	0	+3.9
Sundries.....	142.5	142.4	137.1	+0.1	+3.9	Sundries.....	134.0	133.3	128.1	+0.5	+4.6
Weighted Total.....	173.4	172.3 _r	162.6	+0.6	+6.6	Weighted Total.....	163.7	163.7	152.0	0	+7.7
Newark						Providence					
Food.....	218.4	213.1	186.7	+2.5	+17.0	Food.....	225.7	220.5	201.5	+2.4	+12.0
Housing ¹	104.9	104.9	101.4	0	+3.5	Housing ¹	106.2	106.2	103.3	0	+2.8
Clothing.....	147.1	147.5	144.9	-0.3	+1.5	Clothing.....	155.6	156.0	148.9	-0.3	+4.5
Fuels ²	113.2	112.7	104.8	+0.4	+8.0	Fuels ²	139.4	139.4	121.1	0	+15.1
Housefurnishings.....	173.0	172.6	162.5	+0.2	+6.5	Housefurnishings.....	138.8	138.3	126.9	+0.4	+9.4
Sundries.....	136.9	136.6	128.8	+0.2	+6.3	Sundries.....	146.1	145.0	138.9	+0.8	+5.2
Weighted Total.....	161.5	159.5	146.1	+1.3	+10.5	Weighted Total.....	164.3	162.3	151.4	+1.2	+8.5
New Haven						Richmond					
Food.....	216.4	213.7	196.7	+1.3	+10.0	Food.....	248.8	246.3	229.5	+1.0	+8.4
Housing ¹	105.6	105.3	105.3	+0.3	+0.3	Housing ¹	114.1	114.1	103.4	0	+10.3
Clothing.....	162.9	162.9 _r	151.9	0	+7.2	Clothing.....	163.5	163.5	152.9	0	+6.9
Fuels ²	135.7	136.3	117.3	-0.4	+15.7	Fuels ²	126.7	126.5	112.4	+0.2	+12.7
Housefurnishings.....	153.4	153.5 _r	143.2	-0.1	+7.1	Housefurnishings.....	161.7	161.6	158.8	+0.1	+1.8
Sundries.....	126.0	126.3	123.6	-0.2	+1.9	Sundries.....	130.3	130.3	124.6	0	+4.6
Weighted Total.....	156.8	156.0	146.7	+0.5	+6.9	Weighted Total.....	166.8	166.1	155.3	+0.4	+7.4
New Orleans						Roanoke, Va.					
Food.....	226.4	225.2	210.5	+0.5	+7.6	Food.....	220.8	221.5	204.9	-0.3	+7.8
Housing ¹	118.7	118.6	110.6	+0.1	+7.3	Housing ¹	133.7	133.3	123.9	+0.3	+7.9
Clothing.....	161.6	161.5	152.8	+0.1	+5.8	Clothing.....	172.4	172.5 _r	161.0	-0.1	+7.1
Fuels ²	90.6	90.2 _r	84.5	+0.4	+7.2	Fuels ²	141.5	141.5	122.2	0	+15.8
Housefurnishings.....	161.4	162.7	153.7	-0.8	+5.0	Housefurnishings.....	160.9	162.0 _r	149.1	-0.7	+7.9
Sundries.....	136.4	135.4	131.4	+0.7	+3.8	Sundries.....	141.7	141.7	135.8	0	+4.3
Weighted Total.....	168.8	168.1	158.6	+0.4	+6.4	Weighted Total.....	167.7	167.9	156.3	-0.1	+7.3
New York						Rochester					
Food.....	213.7	211.7 _r	187.3	+0.9	+14.1	Food.....	228.4	225.7	208.8	+1.2	+9.6
Housing ¹	103.2	103.2	100.8	0	+2.4	Housing ¹	103.9	103.9	103.9	0	0
Clothing.....	155.0	155.1 _r	149.2	-0.1	+3.9	Clothing.....	157.6	159.3 _r	155.6	-1.1	+1.3
Fuels ²	116.5	115.0	109.2	+1.3	+6.7	Fuels ²	147.1	146.8	133.5	+0.2	+10.2
Housefurnishings.....	156.7	156.6 _r	149.4	+0.1	+4.9	Housefurnishings.....	182.4	182.4 _r	171.4	0	+6.4
Sundries.....	144.7	144.5	139.2	+0.1	+4.0	Sundries.....	151.7	151.7 _r	142.5	0	+6.5
Weighted Total.....	160.8	160.0	148.3	+0.5	+8.4	Weighted Total.....	165.3	164.7 _r	155.2	+0.4	+6.5
Omaha						Rockford, Ill.					
Food.....	244.4	242.9 _r	215.8	+0.6	+13.3	Food.....	241.4	237.3	212.7	+1.7	+13.5
Housing ¹	106.0	106.0	100.6	0	+5.4	Housing ¹	140.2	140.2	138.1	0	+1.5
Clothing.....	155.7	156.1 _r	148.7	-0.3	+4.7	Clothing.....	161.1	161.3 _r	145.8	-0.1	+10.5
Fuels ²	130.9	130.9	118.5	0	+10.5	Fuels ²	137.9	137.1	124.8	+0.6	+10.5
Housefurnishings.....	172.8	172.8	164.8	0	+4.9	Housefurnishings.....	162.3	162.0	149.5	+0.2	+8.6
Sundries.....	143.9	143.8 _r	134.7	+0.1	+6.8	Sundries.....	145.5	145.5	137.3	0	+6.0
Weighted Total.....	167.9	167.4 _r	153.7	+0.3	+9.2	Weighted Total.....	175.4	174.1	160.8	+0.7	+9.1
Philadelphia						Sacramento					
Food.....	204.3	204.6	186.4	-0.1	+9.6	Food.....	224.1	222.7	204.6	+0.6	+9.5
Housing ¹	110.4	105.3	102.7	+4.8	+7.5	Housing ¹	115.3	115.3	105.7	0	+9.1
Clothing.....	149.9	150.3	145.2	-0.3	+3.2	Clothing.....	171.5	172.0 _r	162.5	-0.3	+5.5
Fuels ²	136.1	135.0	124.5	+0.8	+9.3	Fuels ²	74.7	74.7 _r	77.0	0	-3.0
Housefurnishings.....	151.9	151.9 _r	147.2	0	+3.2	Housefurnishings.....	178.2	177.3	165.8	+0.5	+7.5
Sundries.....	144.4	142.4	139.3	+1.4	+3.7	Sundries.....	141.4	141.5	131.2	-0.1	+7.8
Weighted Total.....	160.7	159.4	150.2	+0.8	+7.0	Weighted Total.....	163.1	162.8 _r	150.9	+0.2	+8.1
Pittsburgh						St. Louis					
Food.....	222.4	218.1	198.4	+2.0	+12.1	Food.....	217.9	215.5 _r	194.1	+1.1	+12.3
Housing ¹	116.3	116.3	105.8	0	+9.9	Housing ¹	113.0	113.0	105.8	0	+6.8
Clothing.....	152.3	152.6	145.7	-0.2	+4.5	Clothing.....	150.6	150.5	144.9	+0.1	+3.9
Fuels ²	131.5	131.5	119.0	0	+10.5	Fuels ²	144.4	143.9 _r	127.1	+0.3	+13.6
Housefurnishings.....	143.8	144.2 _r	138.5	-0.3	+3.8	Housefurnishings.....	159.8	159.8	144.7	0	+10.4
Sundries.....	147.4	147.4	135.0	0	+9.2	Sundries.....	137.2	137.1	128.3	+0.1	+6.9
Weighted Total.....	165.3	164.0 _r	150.4	+0.8	+9.9	Weighted Total.....	162.7	161.9 _r	148.7	+0.5	+9.4

¹Rents surveyed quarterly, March 15, June 15, September 15 and December 15.

²Includes electricity and gas.

_rRevised.

CONSUMERS' PRICE INDEXES FOR FIFTY-SEVEN CITIES—Continued

Source: THE CONFERENCE BOARD

NOTE: These indexes do NOT show intercity differences in price level or standards of living. They show only changes in consumers' prices in each city, which changes may be compared with those for other cities.

CITY	Index Numbers Jan., 1939=100			Percentage Changes		CITY	Index Numbers Jan., 1939=100			Percentage Changes	
	June 1948	May 1948	June 1947	May 1948 to June 1948	June 1947 to June 1948		June 1948	May 1948	June 1947	May 1948 to June 1948	June 1947 to June 1948
St. Paul						Toledo					
Food.....	233.2	233.5	206.2	-0.1	+13.1	Food.....	228.2	225.9	204.3	+1.0	+11.7
Housing ¹	107.7	104.9	100.9	+2.7	+6.7	Housing ¹	120.5	120.5	113.1	0	+6.5
Clothing.....	155.9	156.2	145.5	-0.2	+7.1	Clothing.....	160.3	159.7	150.6	+0.4	+6.4
Fuels ²	139.1	138.2	118.3	+0.7	+17.6	Fuels ²	140.7	140.7	119.8	0	+17.4
Housefurnishings.....	171.5	170.4 _r	165.8	+0.6	+3.4	Housefurnishings.....	146.6	146.6 _r	141.2	0	+3.8
Sundries.....	146.8	145.2	136.4	+1.1	+7.6	Sundries.....	155.4	155.4 _r	142.5	0	+9.1
Weighted Total.....	167.1	166.1	151.8	+0.6	+10.1	Weighted Total.....	170.5	169.7 _r	155.3	+0.5	+9.8
San Francisco-Oakland						Wausau, Wis.					
Food.....	227.6	232.6	199.9	-2.1	+13.9	Food.....	238.0	235.2	219.4	+1.2	+8.5
Housing ¹	100.9	100.9	100.9	0	0	Housing ¹	107.6	102.7	102.7	+4.8	+4.8
Clothing.....	159.8	159.9 _r	150.7	-0.1	+6.0	Clothing.....	183.2	183.3 _r	174.1	-0.1	+5.2
Fuels ²	90.8	90.8	88.1	0	+3.1	Fuels ²	145.0	141.8	120.3	+2.3	+20.5
Housefurnishings.....	155.0	156.2 _r	148.9	-0.8	+4.1	Housefurnishings.....	154.7	153.1	145.8	+1.0	+6.1
Sundries.....	151.3	148.3	140.4	+2.0	+7.8	Sundries.....	138.9	138.8	130.0	+0.1	+6.8
Weighted Total.....	166.0	166.7 _r	152.3	-0.4	+9.0	Weighted Total.....	168.5	166.5	155.7	+1.2	+8.2
Seattle						Wilmington, Del.					
Food.....	225.5	226.5	198.6	-0.4	+13.5	Food.....	206.5	201.7	184.3	+2.4	+12.0
Housing ¹	115.9	115.5	106.5	+0.3	+8.8	Housing ¹	109.8	108.5	104.9	+1.2	+4.7
Clothing.....	146.8	148.0 _r	141.6	-0.8	+3.7	Clothing.....	169.0	169.7 _r	154.2	-0.4	+9.6
Fuels ²	129.0	128.4	116.9	+0.5	+10.4	Fuels ²	127.0	126.3	112.7	+0.6	+12.7
Housefurnishings.....	164.2	164.1	150.7	+0.1	+9.0	Housefurnishings.....	171.3	170.0	156.5	+0.8	+9.5
Sundries.....	142.1	142.1	135.9	0	+4.6	Sundries.....	131.7	130.1	126.1	+1.2	+4.4
Weighted Total.....	164.9	165.3	151.1	-0.2	+9.1	Weighted Total.....	160.8	158.5 _r	147.4	+1.5	+9.1
Spokane						Youngstown					
Food.....	219.1	220.5	193.8	-0.6	+13.1	Food.....	230.7	227.1 _r	207.3	+1.6	+11.3
Housing ¹	104.0	104.0	102.0	0	+2.0	Housing ¹	106.7	106.7	105.6	0	+1.0
Clothing.....	145.0	148.2	140.2	-2.2	+3.4	Clothing.....	170.3	170.5 _r	157.1	-0.1	+8.4
Fuels ²	144.5	144.5	134.5	0	+7.4	Fuels ²	130.8	130.8	118.2	0	+10.7
Housefurnishings.....	145.7	145.7	136.7	0	+6.6	Housefurnishings.....	160.7	160.8	152.6	-0.1	+5.3
Sundries.....	141.1	141.0	134.3	+0.1	+5.1	Sundries.....	139.2	136.1	126.2	+2.3	+10.3
Weighted Total.....	161.1	161.8	148.9	-0.4	+8.2	Weighted Total.....	165.0	163.2	151.4	+1.1	+9.0
Syracuse											
Food.....	228.6	222.8 _r	203.5	+2.6	+12.3						
Housing ¹	116.7	116.7	116.3	0	+0.3						
Clothing.....	158.2	158.6 _r	154.4	-0.3	+2.5						
Fuels ²	143.2	141.2	131.4	+1.4	+9.0						
Housefurnishings.....	162.9	162.1	155.1	+0.5	+5.0						
Sundries.....	137.8	137.9 _r	131.0	-0.1	+5.2						
Weighted Total.....	163.5	161.7	152.5	+1.1	+7.2						

¹Rents surveyed quarterly, March 15, June 15, September 15 and December 15.

²Includes electricity and gas. _rRevised.

PERCENTAGE CHANGES IN INDEXES FOR FIVE CITIES

	Weighted Total		Food		Housing ¹		Clothing		Fuel and Light		Housefurnishings		Sundries	
	May 1948 to June 1948	June 1947 to June 1948	May 1948 to June 1948	June 1947 to June 1948	May 1948 to June 1948	June 1947 to June 1948	May 1948 to June 1948	June 1947 to June 1948	May 1948 to June 1948	June 1947 to June 1948	May 1948 to June 1948	June 1947 to June 1948	May 1948 to June 1948	June 1947 to June 1948
Bellefonte, Pa.	+0.7	+8.0	+1.4	+8.5	+0.9	+13.9	+0.4	+9.5	0	+12.7	+0.5	+7.4	0	+2.9
Evansville, Ind.	+0.9	+6.6	+1.7	+8.1	+1.9	+3.4	+0.2	+3.1	0	+9.7	+0.9	+9.5	-0.1	+5.6
International Falls, Minn..	-0.3	+9.8	-1.3	+11.8	0	+12.4	-0.2	+5.3	+4.1	+18.4	+0.2	+6.5	-0.1	+7.2
Joliet, Ill. ¹	-0.2	+8.3	a	+12.7	0	+2.5	+0.5	+7.1	+0.5	+15.0	-3.4	+1.0	-0.1	+5.8
Trenton, N. J.	+0.4	+6.1	-0.3	+7.3	+2.4	+3.1	-0.3	+4.5	+1.8	+12.2	+0.6	+3.6	+1.2	+5.2

¹Rents surveyed quarterly, March 15, June 15, September 15 and December 15.

²Includes Lockport and Rockdale. aLess than 0.1%. _rRevised.

(Continued from page 422)

The total fuel index showed a gain of 0.6% over the month, caused mainly by sizable increases in anthracite and bituminous coal.

The 0.1% decline in housefurnishings reflects a scattering of lower prices for heavy goods. The gain

of 0.5% in the sundries index was brought about by higher prices for reading materials, gasoline and personal care.

SHIRLEY FASS
FLORENCE S. GEIGER
Statistical Division

SIGNIFICANT LABOR STATISTICS

Source: THE CONFERENCE BOARD, unless otherwise indicated

Item	Unit	1948						Year Previous	Percentage Change		
		June	May	April	March	Feb.	Jan.		Latest Month over Previous Month ¹	Latest Month over Year Previous	
Clerical salary rates²											
Billing machine operator.....	median in dollars	40	
Calculating machine or Comptometer oper.	median in dollars	42	
Office boy or girl.....	median in dollars	31	
Stenographer.....	median in dollars	43	
Telephone switchboard operator.....	median in dollars	43	
Senior copy typist.....	median in dollars	39	
Consumers' Price Index											
Food.....	Jan. 1939=100	221.8	219.6	216.8	210.9	213.2	218.9	197.5	+1.0	+12.3	
Housing.....	Jan. 1939=100	110.7	110.1	110.1	110.1	109.9	109.9	104.7	+0.5	+5.7	
Clothing.....	Jan. 1939=100	155.9	156.2	156.3	156.8	156.5	155.7	149.3	-0.2	+4.4	
Men's.....	Jan. 1939=100	168.2	168.4	r 168.2	168.5	168.1	166.5	161.6	-0.1	+4.1	
Women's.....	Jan. 1939=100	145.5	145.8	r 146.0	146.8	146.7	146.5	138.9	-0.2	+4.8	
Fuels.....	Jan. 1939=100	122.2	r 121.5	r 120.5	r 120.3	r 120.3	r 120.1	111.3	+0.6	+9.8	
Electricity.....	Jan. 1939=100	90.1	r 89.8	r 89.8	r 89.9	r 89.8	r 89.8	89.8	+0.3	+0.3	
Gas.....	Jan. 1939=100	93.9	93.9	93.9	93.9	93.9	93.8	93.9	0	0	
Housefurnishings.....	Jan. 1939=100	156.1	156.2	r 156.4	156.3	r 156.0	155.4	147.6	-0.1	+5.8	
Sundries.....	Jan. 1939=100	145.4	144.7	145.0	145.0	143.8	143.9	137.5	+0.5	+5.7	
All items.....	Jan. 1939=100	164.1	163.1	162.2	160.3	160.6	162.4	151.1	+0.6	+8.6	
Purchasing value of dollar.....	Jan. 1939 dollars	60.9	61.3	61.7	62.4	62.3	61.6	66.2	-0.7	-8.0	
All items (BLS).....	1935-39=100	170.5	169.3	166.9	167.5	168.8	156.0	+0.7	+9.3	
Strikes (BLS)											
Beginning in period.....	number	p 275	275	225	200	175	471	0	-41.6	
Workers involved.....	thousands	p 165	175	500	70	75	230	-5.7	-28.3	
Total man days idle.....	thousands	p 4,100	8,000	6,000	725	1,000	6,730	-48.8	-39.1	
Turnover rates in manufacturi'g (BLS)											
Separations.....	per 100 employees	p 4.3	4.7	4.5	4.2	4.3	5.4	-8.5	-20.4	
Quits.....	per 100 employees	p 2.8	3.0	2.8	2.5	2.6	3.5	-6.7	-20.0	
Miscellaneous.....	per 100 employees	p .1	.1	.1	.1	.1	.1	0	0	
Discharges.....	per 100 employees	p .3	.4	.4	.4	.4	.4	-25.0	-25.0	
Layoffs.....	per 100 employees	p 1.1	1.2	1.2	1.2	1.2	1.4	-8.3	-21.4	
Accessions.....	per 100 employees	p 4.0	4.0	4.0	3.9	4.6	4.8	0	-16.7	
Wage Earners											
All manufacturing industries (BLS)											
Earnings, hourly.....	average in dollars	p 1.299	r 1.291	r 1.289	r 1.287	1.285	1.207	+0.6	+7.6	
weekly.....	average in dollars	p 51.89	r 51.68	r 52.06	r 51.75	52.07	48.44	+0.4	+7.1	
Hours per production worker.....	average per week	p 39.9	40.0	r 40.4	r 40.2	40.5	40.1	-0.3	-0.5	
Twenty-five manufacturing industries											
Earnings, hourly.....	average in dollars	1.433	1.423	1.417	1.412	1.406	1.329	+0.7	+7.8	
weekly.....	average in dollars	56.86	57.10	57.67	57.27	57.35	53.65	-0.4	+6.0	
Hours per production worker.....	average per week	39.7	40.2	40.7	40.6	40.9	40.4	-1.2	-1.7	
Employment.....	1923=100	126.3	128.2	129.9	129.7	130.0	127.9	-1.5	-1.3	
Total man hours.....	1923=100	101.9	104.7	107.4	107.0	108.0	105.0	-2.7	-3.0	
Payrolls.....	1923=100	269.9	275.1	281.5	279.1	280.2	257.8	-1.9	+4.7	
Wage-rate increases.....	average per cent	6.6	6.4	7.7	9.5	8.0	9.1	
Production workers affected.....	per cent	3.0	2.6	1.6	3.2	2.5	18.5	
Manufacture and distribution of gas											
Earnings, hourly.....	average in dollars	1.320	1.206	+9.5	
weekly.....	average in dollars	57.86	53.41	+8.3	
Hours per wage earner.....	average per week	43.4	43.8	-0.9	
Generation and distribution of electricity											
Earnings, hourly.....	average in dollars	1.418	1.316	+7.8	
weekly.....	average in dollars	61.41	56.48	+8.7	
Hours per wage earner.....	average per week	42.6	42.2	+0.9	
Class I railroads³											
Earnings, hourly.....	average in dollars	1.324	1.354	1.339	1.189	-2.2	+11.4	
weekly.....	average in dollars	65.55	67.43	66.96	59.07	-2.8	+11.0	
"Real" weekly earnings.....	1923=100	163.7	r 168.0	r 165.1	r 157.1	-2.6	+4.2	
Hours per wage earner.....	average per week	49.5	49.8	50.0	49.7	-0.6	-0.4	
Agricultural wage rates per month⁴ (BAE)											
With board.....	average in dollars	101.00	96.20	+1.0	+6.0	
Without board.....	average in dollars	95.00	91.50	+2.1	+6.0	
New York City metro. area, seventeen manufacturing industries	average in dollars	113.00	113.00	107.00	0	+5.6	
New York City metro. area, seventeen manufacturing industries											
Earnings, hourly.....	average in dollars	1.457	1.453	1.450	1.446	1.440	1.367	+0.3	+6.6	
weekly.....	average in dollars	56.82	57.39	57.86	58.56	58.61	56.05	-1.0	+1.4	
Hours per production worker.....	average per week	39.0	39.5	39.9	40.5	40.7	41.0	-1.3	-4.9	

¹Changes in Agricultural Wage Rates are quarterly.

²Median of the middle 50%. New series; previously the modal salary was reported in this table.

³Derived from Interstate Commerce Commission reports.

⁴As of first day of month.

pPreliminary

rRevised

Wage Increase Announcements—June 15 to July 15

Note: Announcements verified by company granting increase unless otherwise specified.

Company	Type of Worker ¹	Increase			Previous Rate or Range		Remarks
		Amount	Date Effective	Number Affected	Rate	Effective	
Allen-Bradley Company..... Milwaukee, Wisc.	WE	\$12 hr.	6-13-48	1,900	n.a.	n.a.	Previous increase and benefits, granted in 1947, amounted to approximately 15¢ hr. (United Electrical, Radio & Machine Workers, CIO) Increase of 8% but not less than \$19. Previous increase, granted in 1947, was approximately \$26 mo. (equivalent to 15¢ hr.) and was given to all except officers of the company and the sales force. (No union)
	S	See remarks	6-16-48	450	n.a.	n.a.	
Allis-Chalmers Manufacturing Com- pany Milwaukee, Wisc.	WE	\$0.09 to \$0.15 hr.	6-21-48	14,000	n.a.	n.a.	Increase of 8% or \$16, whichever is greater (No union)
	S	See remarks	6-21-48	8,000	n.a.	n.a.	
The Aluminum Company of America and its subsidiaries Amecco Chemicals, Inc..... Henderson, Nev.	WE	\$0.10 to \$0.16 hr.	See remarks	n.a.	n.a.	5-8-47	Increase effective at beginning of first pay period after 6-25-48. (United Steelworkers, CIO)
	WE	\$0.10 hr.	4-1-48	34	n.a.	n.a.	
The American Brass Company..... Ansonia and Torrington, Conn., Buffalo, N. Y.	WE	\$12 hr.	6-28-48	5,592	\$1.33 hr straight-time average	5-19-47	(Int. Union Mine, Mill & Smelter Workers, CIO)
	S	10%	6-28-48	810	n.a.	5-1-47	
American Cyanamid Company..... Waterbury, Conn.	WE	\$0.08 to \$0.13 hr.	4-1-48	75	\$1.18 hr. average	1-48	(UMW, Dist. 50)
	WE	\$0.075 hr.	5-1-48	350	n.a.	n.a.	
American Fork & Hoe Company..... Ashtabula, Ohio	WE	\$13.84 mo.	5-1-48	25	n.a.	n.a.	One paid holiday per year. (United Steelworkers, CIO)
	S	\$10 hr.	5-27-48	675	\$1.40 hr. average	2-15-47	
American Maize Products Company.. Hammond, Ind.	WE	\$125 hr.	3-1-48	1,358	\$1.015 to \$1.1575 hr.	7-1-47	Three additional paid holidays; double time paid if worked. (Oil Workers' Int. Union, CIO)
	WE	\$125 hr.	4-25-48	562	\$0.89 hr.	6-1-47	
American Zinc Company.....	WE	\$0.06 hr.	5-3-48	198	\$0.80 hr.	5-5-47	Affects plants at Fairmont City, Hillsboro and Monsanto, Ill. and Columbus, Ohio. (Int. Union Mine, Mill & Smelter Workers; United Gas Coke & Chemical Workers, CIO)
	WE	\$0.112 hr. average	5-6-48	526	\$1.06 hr.	5-6-47	
Armstrong Cork Company.....	WE	\$0.075 hr. average	5-10-48	297	\$1.13 hr.	3-31-48	Affects plant at Mascot, Tenn. Pensacola, Fla. (UMW, Dist. 50) Beaver Falls, Pa. Four additional paid holidays. Three weeks' vacation after 20 years' service. (United Rubber, Cork, Linoleum & Plastic Workers, CIO)
	WE	\$0.109 hr. average	5-17-48	653	\$1.05 hr.	4-28-47	
	WE	\$ 1315 average	5-29-48	601	\$1.025 hr.	5-5-47	Camden, N. J. Three weeks' vacation after 20 years' service. (United Rubber, Cork, Linoleum & Plastic Workers, CIO)
	WE	\$ 1567 average	5-29-48		\$1.025 hr.	5-5-47	
	S	\$20 mo.	6-1-48	60	\$140 mo.	5-1-47	Pittsburgh, Pa. Three weeks' vacation after 20 years' service. (United Rubber, Cork, Linoleum & Plastic Workers, CIO)
	WE	\$0.05 hr.	6-1-48	88	\$1.10 hr.	3-31-48	
	WE	\$0.05 hr.	6-2-48	207	\$0.97 hr.	2-23-48	Gloucester, N. J. Vacation of 1 week and 3 days after 2 years' service; 3 weeks after 20 years. (United Rubber, Cork, Linoleum & Plastic Workers, CIO)
	WE	\$115 hr. average	6-10-48	3,461	\$1.01 hr.	7-12-47	
	WE	\$113 hr. average	6-10-48	671	\$1.01 hr.	7-12-47	Keyport, N. J. Vacation of 1 week and 3 days after 2 years' service; 3 weeks after 20 years. (AFL union)
	WE	\$113 hr. average	6-10-48	671	\$1.01 hr.	7-12-47	
The Atlantic Refining Company..... Philadelphia, Pa.	WE	See remarks	6-28-48	n.a.	n.a.	n.a.	Lancaster, Pa., floor plant. Three weeks' vacation after 20 years' service. (United Rubber, Cork, Linoleum & Plastic Workers, CIO)
	and S	See remarks	6-28-48	n.a.	n.a.	n.a.	

WAGE INCREASE ANNOUNCEMENTS—JUNE 15 TO JULY 15—Continued

Company	Type of Worker ¹	Increase			Previous Rate or Range		Remarks
		Amount	Date Effective	Number Affected	Rate	Effective	
Automatic Canteen Company of America Chicago, Ill.	WE	\$.085 hr.	5-3-48	42	\$1.31 hr.	8-4-47	
J. T. Baker Chemical Company..... Phillipsburg, N. J.	WE	\$.05 hr.	4-4-48	430	n.a.	n.a.	(UMW, Dist. 50)
Briggs Manufacturing Company..... Detroit, Mich.	WE	\$.13 hr.	6-5-48	24,169	\$1.486 hr.	4-28-47	Additional 3.5¢ hr. in lieu of 6 paid holidays. Vacation payments of \$57 to hourly employees with 1 to 5 years' service; \$114 to those with 5 years' service or more. Additional 5% of hourly rate to second-shift workers, 7.5% to third-shift workers. (UAW-CIO)
	S	9% mo.	6-1-48	3,057	\$316.06 mo.	4-28-47	One day's paid vacation for each month of service but not exceeding 10 days. (271 employees represented by UAW-CIO; the remainder not represented by any union)
*Building Contractors and Mason Builders Association New York, N. Y.	WE	See remarks	6-1-48	n.a.	\$2.75 hr.	n.a.	Arbitration awarded an average increase of 45¢ day for a 7-hour work day and 62.5¢ day for an 8-hour work day to bricklayers' unions. (UAW-CIO)
The Budd Company, Hunting Park plant Philadelphia, Pa.	WE	\$.13 hr.	6-21-48	7,500	n.a.	n.a.	Increase of \$4 wk. to employees earning \$28.50 to \$39.99 wk.; \$5.25 wk. to those earning from \$40 to \$79.99; and \$6 to those earning \$80 or more. (Ind. union)
	S	See remarks	6-7-48	850	n.a.	n.a.	7.5¢ shift differential to 2nd-shift workers; 10¢ to 3rd shift. (United Electrical, Radio & Machine Workers, CIO)
Butler Manufacturing Company..... Minneapolis, Minn.	WE	\$.08 hr.	4-1-48	262	n.a.	n.a.	Three days allowed with pay for death in immediate family. When holiday occurs during regular vacation period, either pay or time off with pay will be allowed. (Int. Hod Carriers, Bldg. & Common Laborers Union, AFL; Int. Union Operating Engineers, AFL; no union for salaried group)
California Refining Company..... Perth Amboy, N. J.	WE	\$.10 hr.	7-1-48	227	\$1.72 hr.	2-16-48	(Food, Tobacco, Agricultural & Allied Workers, CIO)
	S	\$17.40 mo.	7-1-48	97	\$235 mo.	2-16-48	10% increase, with maximum of \$50 month. (No union)
Campbell Soup Company..... Camden, N. J.; Chicago, Ill.	WE	\$.10 hr.	5-29-48	10,000	\$1.00 hr.	n.a.	(Atomic Trades & Labor Council, AFL)
	S	See remarks	6-28-48	500	n.a.	n.a.	Increase of 6% of maximum rate. (Dist. 50, UMW)
Carbon and Carbide Chemicals Corporation Oak Ridge, Tenn.	WE	\$.155 hr.	12-18-47	875	\$1.35 hr. approx.	12-18-46	Increase of 6% of maximum rate. (No union)
Chicago District Electric Generating Corporation Chicago, Ill.; Hammond, Ind.	WE	See remarks	4-1-48	328	n.a.	n.a.	Increase brings day-shift salary to \$90 wk. and night-shift to \$95 wk. (Int. Typographical Union, AFL)
	S	See remarks	4-1-48	15	n.a.	n.a.	Plus increase in the welfare and retirement fund of 10¢ per ton. New daily rate will be \$14.54 per 8-hour, 5-day week. Basic wage for mechanized mines will be \$15.75 per day. Affects 24 producers. (United Mine Workers)
*Cincinnati Publishers Association... Cincinnati, Ohio	WE	\$9 wk.	1-1-48	n.a.	See remarks	n.a.	11¢ hr. average increase which includes general increase of 7.5¢ hr. (Utility Workers, CIO)
*Coal Producers Assn. of Washington. Washington	WE	\$1 day	7-6-48	1,400	n.a.	n.a.	Three weeks' vacation after 20 years' service. (United Electrical Workers, CIO; no union for salaried employees)
Consolidated Edison Company of New York, Inc. New York, N. Y.	WE	See remarks	1-4-48	26,400	\$1.406 hr.	12-31-47	Additional rate adjustments of 2¢ hr. (Int. Chemical Workers, AFL)
Cribben & Sexton Company..... Chicago, Ill.	WE	\$.10 hr.	5-27-48	650	n.a.	n.a.	Hourly workers granted increase of 13¢ hr., incentive workers, 9¢ hr. Previous increase granted in April, 1947, amounted to 11¢ hr. plus pay for 6 unworked holidays. (Farm Equipment & Metal Workers, CIO; UAW-CIO; Federal Labor Union, AFL; Int. Union Mine, Mill & Smelter Workers, CIO; Int. Assn. Machinists. Employees of some nonunion plants are also affected)
	S	7%	n.a.	n.a.	n.a.	n.a.	Previous rates ranged from \$.83 to \$1.33 hr. averaging \$1.06. Six paid holidays. (United Rubber Workers, CIO)
The Davison Chemical Corporation.. Bartow, Fla.	WE	\$.13 hr.	4-1-48	n.a.	n.a.	n.a.	Three weeks' vacation after 10 years' service. (United Electrical, Radio & Machine Workers CIO)
Deere & Company..... Des Moines, Dubuque, Ottumwa and Waterloo, Iowa; Hoopetown, Moline-East Moline, Ill.; Horicon, Wisc.; Los Angeles, Calif.; Syracuse, N. Y.; and Yakima, Wash.	WE	See remarks	5-24-48	n.a.	n.a.	n.a.	Wages adjustable quarterly according to changes in cost of living index, similar to General Motors plan. (Int. Bro. Electrical Workers, AFL)
Durkee-Atwood Company..... Red Wing, Minn.	WE	\$.05 hr.	6-14-48	100	See remarks	5-1-47	(United Rubber, Cork, Linoleum & Plastic Workers, CIO)
Dictograph Products Inc..... New York, N. Y.	WE	\$.04 hr.	4-3-48	250	\$1.375 hr. average	10-47	\$20 increase to those earning up to \$300; \$25 to those earning between \$301-\$399; \$30 to those earning between \$400-\$600. (No union)
Electromaster Inc..... Mt. Clemens, Mich.	WE	\$.11 hr.	6-1-48	350	n.a.	n.a.	* (United Electrical Workers, CIO)
The Firestone Tire & Rubber Company Akron, Ohio; Des Moines, Iowa; Fall River, Mass.; Los Angeles, Calif.; Memphis, Tenn.; New Castle & Noblesville, Ind.; Pottstown, Pa.	WE	\$.11 hr.	6-14-48	23,000	\$1.525 hr. average	2-2-47	
	S	See remarks	6-16-48	4,600	n.a.	n.a.	
General Electric Company..... Schenectady, N. Y.	WE	8%	6-11-48	105,000	n.a.	n.a.	
	S	\$.09 min.	6-11-48	11,000	n.a.	n.a.	
		8%					
		\$.09 min.					

WAGE INCREASE ANNOUNCEMENTS—JUNE 15 TO JULY 15—Continued

Company	Type of Worker ¹	Increase			Previous Rate or Range		Remarks
		Amount	Date Effective	Number Affected	Rate	Effective	
General Foods Corporation..... (Maxwell House Coffee, Franklin Baker Company) Hoboken, N. J.	WE	\$1.10 hr.	3-25-48	487	n.a.	n.a.	(Meat Cutters & Butcher Workmen, AFL; Int. Longshoremen's Assn., AFL)
	S	\$4.50 wk.	May-June 1948	87	n.a.	n.a.	Increase based on job evaluation program. (No union)
General Instrument Corporation..... Elizabeth, N. J.	WE	\$0.04 hr.	5-8-48	500	n.a.	n.a.	(United Electrical Workers, CIO)
	WE	\$0.09 hr.	5-8-48	250	n.a.	n.a.	(United Electrical Workers, CIO)
	WE	\$0.09 hr.	5-3-48	80	n.a.	n.a.	Additional 3¢ hr. for tool allowance. (Int. Assn. Machinists)
General Mills, Inc..... Minneapolis, Minn.	WE	\$1.10 hr.	6-1-48	63	n.a.	n.a.	All 830 wage earners granted 6 additional paid holiday hours.
	WE	\$1.14 hr.	6-15-48	344	n.a.	n.a.	Johnson City, Tenn. (Grain Processors Union)
The B. F. Goodrich Company..... Akron, Ohio; Cadillac, Mich.; Clarksville, Tenn.; Los Angeles, Calif.; Miami, Okla.; Oaks, Pa.; Tuscaloosa, Ala.	WE	\$1.11 hr.	6-21-48	17,500	\$1.52 hr. average	n.a.	Kansas City, Mo. Three weeks' vacation after 25 years' service. (Grain Processors Union)
The Goodyear Tire & Rubber Company Akron, Ohio	WE	\$1.11 hr.	6-14-48	30,000	\$1.51 hr.	2-2-47	Three weeks' vacation for employees with 15 years or more service. (United Rubber, Cork, Linoleum & Plastic Workers, CIO)
	S	See remarks	6-16-48	9,401	n.a.	n.a.	
Gulf Oil Corporation..... Port Arthur, Tex.; Toledo, Ohio	WE	\$1.10 hr.	5-1-48	3,750	n.a.	n.a.	\$20 mo. increase to employees earning \$300 mo. and less; \$25 to those earning between \$301-\$399; \$30 to those earning between \$400-\$499; \$35 to those earning between \$500-\$599. Three weeks' vacation after 15 years' service. (No union)
	S	5%	5-1-48	530	n.a.	n.a.	One additional paid holiday, making a total of 7. Two weeks' vacation after 1 year's service for hourly employees. (Oil Workers Int. Union, CIO; no union for salaried employees)
*Harbison-Walker Refractories Company Pittsburgh, Pa.	WE	\$1.10 hr.	7-1-48	See remarks	n.a.	n.a.	Affects a total of 6,500 workers, including 2,600 in western Pennsylvania. Agreement provides for an insurance program costing the company an additional 3¢ hr. (United Mine Workers)
*H. J. Heinz Company..... Pittsburgh, Pa.	WE	\$0.85 hr.	5-1-48	See remarks	n.a.	n.a.	Affects 2,300 union and 200 nonunion workers. Previous general increase, granted in 1947, was 10¢ hr. (Canning and Pickle Workers, AFL)
Hercules Powder Company..... Kalamazoo, Mich.	WE	\$0.05 hr.	6-7-48	43	\$1.177 hr.	12-1-47	Shift premium revised from a uniform 3¢ rate to a rate of 5¢ hr. for afternoon shift and 10¢ hr. for night shift. (United Gas, Coke & Chemical Workers, CIO)
Hershey Chocolate Corporation..... Hershey, Pa.	WE	See remarks	6-1-48	n.a.	n.a.	n.a.	Male employees increased 11¢ hr., female, 8¢ hr. Effective 6-1-49 all will receive an additional 3¢ hr. Cost of living adjustment plan calls for quarterly review of the BLS consumers' price index and an increase or decrease of 1¢ hr. for each 1.14 points of BLS change, with decrease adjustments being limited to 5¢ hr. (Int. Bakery & Confectionery Workers, AFL)
Hohokus Bleachery Inc..... Ho-Ho-Kus, N. J.	WE	\$0.05 hr.	4-7-48	143	n.a.	n.a.	One added holiday. (AFL union)
*Hudson Motor Car Company..... Detroit, Mich.	WE	\$1.13 hr.	6-7-48	17,000	n.a.	n.a.	Vacation pay raised from \$57 to \$62.20 after 1 year's service and from \$114 to \$124.40 after 5 years. (UAW-CIO)
*Illinois Coal Producers Association..	WE	\$1.00 day	n.a.	14,000	n.a.	n.a.	Union's 10¢ welfare fund royalty doubled. Increase boosts basic wage to \$14.05 day, with a top of \$17.45. Announced 7-1-48. (Progressive Mine Workers)
International Harvester Company.... Chicago, Ill.	WE	\$1.11 hr.	6-48	61,000	n.a.	n.a.	Twenty-one factories affected. (Farm Equipment Workers, CIO, and other unions)
	S	See remarks	6-16-48	25,000	n.a.	n.a.	\$4.40 wk. to those earning less than \$55 wk.; 8% to those earning between \$55 wk. and \$6,000 yr.; \$480 yr. for those earning between \$6,000 and \$7,500 yr. (No union)
Interstate Bakeries Corporation..... Grand Rapids, Mich.	WE	\$0.08 hr.	4-16-48	55	n.a.	n.a.	Previous increase of 5¢ hr. granted 10-3-47. (Dairy, Bakery & Food Workers, CIO)
	S	\$5 wk.	4-16-48	4	n.a.	n.a.	Supervisors. (No union)
*Ironrite Ironer Company..... Mt. Clemens, Mich.	WE	\$0.06 hr.	n.a.	413	n.a.	n.a.	Announced 6-26-48. This is the second 6¢ hourly increase granted within 30 days.
The Jaite Company..... Jaite, Ohio	WE	\$0.06 hr.	3-1-48	175	\$1.91 hr. (com. lab.)	11-1-47	Six paid holidays. (United Paperworkers, CIO) ["Salaries were adjusted to the hourly rate increase."]
Johnson & Johnson..... New Brunswick, N. J.	WE	See remarks	5-15-48	1,340	n.a.	n.a.	Base increase of 8.5¢ hr. to day workers; base increase of 6¢ to incentive workers (computed to be comparable to day workers' increase). One additional week of vacation pay (making a total of 3 weeks' pay for 2 weeks off) for employees with 15 years' or more service. Hospitalization benefits doubled from \$24 to \$48. (Textile Workers, CIO)
Kistler Leather Company..... Elkins, W. Va.	WE	\$0.04 hr.	5-6-48	225	\$1.00	7-23-47	Additional 3¢ hr. increase, representing a progressive increase in expectancy of correspondingly higher worker production. Agreement includes foremen and supervisory employees. (UMW, Dist. 50)

WAGE INCREASE ANNOUNCEMENTS—JUNE 15 TO JULY 15—Continued

Company	Type of Worker ¹	Increase			Previous Rate or Range		Remarks
		Amount	Date Effective	Number Affected	Rate	Effective	
Koppers Company, Inc. Everett, Mass.	WE	\$13 hr.	4-1-48	32	n.a.	n.a.	(UMW, Dist. 50)
LaPlant-Choate Manufacturing Company Cedar Rapids, Iowa	WE	\$10 hr.	4-15-48	575	\$1.23 hr. average	4-15-47	Additional inequity adjustments ranging from 4¢ to 7¢ were made on certain occupations, making the average over-all increase approximately 12¢. (United Farm Equipment Workers, CIO)
Lima-Hamilton Corporation..... Lima, Ohio	WE	\$10 hr.	5-10-48	2,412	n.a.	n.a.	Previous increase: 15¢ hr., effective 6-29-47. (AFL and CIO unions)
The Lionel Corporation..... Irvington, N. J.	WE	\$0.05 hr.	4-29-48	1,750	See remarks	4-15-47	Previous minimum guaranteed rate: 78¢ hr. One additional paid holiday. Profit-sharing plan. (United Toy & Machine Workers, CIO)
The Liquid Carbonic Corporation.... Boston, Mass.	WE	12%	4-1-48	53	n.a.	n.a.	(Int. Bro. Firemen & Oilers, AFL)
	S	\$5 wk.	11-7-47	24	n.a.	n.a.	
Ludlow Typograph Company..... Chicago, Ill.	WE	\$11 hr.	6-5-48	560	\$1.27 hr. average	6-5-47	(Office Employees Int. Union, AFL) One additional paid holiday applies to both employee groups. (United Farm Equipment & Metal Workers, CIO)
The Massey-Harris Company..... Racine, Wisc.	WE	\$0.095 hr.	4-15-48	1,675	n.a.	n.a.	A few fringe increases in the daywork groups brought the average to something under 10¢. Third-shift premium increased from 5¢ to 7.5¢. (UAW-CIO)
	S	\$17 mo.	4-15-48	511	n.a.	n.a.	
Merek & Company..... Elkton, Va.; Rahway, N. J.; Philadelphia, Pa.	WE	\$10 hr.	6-1-48	425	\$1.28 hr.	6-1-47	Elkton, Va. (Chemical Workers, AFL)
	WE	\$10 hr.	7-5-48	1,638	\$1.40 hr.	7-5-47	Rahway, N. J. (Ind. union)
	WE	\$10 hr.	8-2-48	130	\$1.30 hr.	8-2-47	Philadelphia, Pa. (Ind. Union)
	S	\$18 mo.	7-1-48	2,242	n.a.	n.a.	(No union)
*Mine operators.....	WE	\$1 day	7-1-48	n.a.	n.a.	n.a.	Affects two thirds of soft-coal industry. Welfare-pension fund royalty doubled from 10¢ to 20¢ per ton of coal mined. Increase boosts pay to \$14.05 day. (United Mine Workers)
	WE	\$1 day	n.a.	80,000	See remarks	n.a.	Anthracite miners. Previous wage scales averaged \$11.10 for miners on a 7-hr. day and \$10.53 for laborers. Contract miners on a piecework basis averaged \$13 day. Announced 7-4-48. (United Mine Workers)
Minneapolis-Honeywell Regulator Company Minneapolis, Minn.	WE	See remarks	6-14-48	3,100	\$1.134 hr.	6-1-47	Company granted voluntary increases ranging from 6.5¢ to 12¢ hr., averaging 8¢ hr. (United Electrical, Radio & Machine Workers, CIO)
Minnesota & Ontario Paper Company. International Falls, Minn.	WE	\$0.09 hr.	5-1-48	1,800	\$1.00 hr. (base)	5-1-47	(Int. Woodworkers of America, CIO; 6 AFL unions)
Mohawk Carpet Mills..... Amsterdam, N. Y.	WE	\$115 hr.	6-1-48	5,500	n.a.	n.a.	Hospitalization and surgical fee reimbursement for dependents added to present group insurance coverage. (Textile Workers Union, CIO)
Monsanto Chemical Company.....	WE	\$0.05 hr.	6-48	40	n.a.	n.a.	Lockport, N. Y. 4 additional paid holidays. Holiday work rate increased to 2½. (Food, Tobacco, Agricultural & Allied Workers, CIO)
	WE	\$125 hr.	4-3-48	150	n.a.	n.a.	Norfolk, Va. 6 paid holidays, at 2½ if worked (formerly, double time). 2 weeks' vacation after 1 year instead of 15 months. (Int. Chemical Workers, AFL)
	WE	\$125 hr.	3-1-48	100	n.a.	n.a.	Seattle, Wash. (Int. Chemical Workers, AFL)
The Nash-Kelvinator Corporation.... Detroit and Grand Rapids, Mich.; Kenosha and Milwaukee, Wisc.	WE	\$13 hr.	5-24-48	20,000	n.a.	n.a.	(UAW-CIO; Int. Assn. Machinists; Mechanics Educational Society of America)
	S	9% approx.	5-24-48	2,500	n.a.	n.a.	(No union)
National Lead Company, Titanium Division St. Louis, Mo.	WE	\$125 hr.	3-14-48	1,000	\$1.065 hr.	3-14-47	(Gas Coke & Chemical Workers, CIO)
Oliver Corporation..... Charles City, Iowa	WE	\$11 hr.	5-3-48	2,100	\$99 hr.	3-5-47	Company pays wages of grievance committee during meetings, aggregate hours not to exceed 40 in any one month. (United Farm Equipment & Metal Workers, CIO)
Packard Motor Car Company..... Detroit Mich.	WE	\$13 hr.	6-7-48	8,800	n.a.	n.a.	(UAW-CIO)
	S	9%	6-7-48	1,600	n.a.	n.a.	(UAW-CIO)
Pillsbury Mills, Inc..... Wellsburg, W. Va.	WE	\$20 min.	5-1-48	98	n.a.	4-1-47	(United Mine Workers)
Pittsburgh Plate Glass Company..... Natrium, W. Va.	WE	\$0.05 hr.	5-1-48	98	n.a.	4-1-47	(United Mine Workers)
*Railroads.....	WE	\$14 hr.	6-4-48	300	\$1.39 hr.	4-9-47	Reporting pay increased from 3 to 4 hours. (Int. Chemical Workers, AFL)
	WE	\$155 hr.	11-1-47	125,000	n.a.	n.a.	New rules provide, among other things, for paying freight engineers and firemen who have to wait at their terminals before going to work. (Brotherhoods of Railroad Engineers, Firemen and Switchmen)
Rockwell Manufacturing Company... Leetonia, Ohio	WE	\$0.08 hr.	5-1-48	n.a.	\$1.27 hr.	2-1-47	(United Construction Workers, UMW)
*Shoe factories (48).....	WE	\$0.05 hr.	n.a.	5,000	n.a.	n.a.	This arbitration award, covering Mass., was announced 7-8-48. (United Shoe Workers, CIO)
Standard Oil Company (Indiana).....	WE	See remarks	1-16-48	11,500	n.a.	n.a.	Manufacturing department hourly-paid employees received a temporary increase of \$14 hr. after prior temporary cost of living increases of approximately \$255 hr. were transferred into base rates. (Central States Petroleum Union)
	S	See remarks	1-16-48	7,000	n.a.	n.a.	All supervisory employees and employees not represented by unions received temporary increases of 8.2% (min. \$26.87—max. \$49.20 mo., or min. \$155—max. \$285 hr.), replacing prior, temporary increases of 5%.

Continued on next page

WAGE INCREASE ANNOUNCEMENTS—JUNE 15 TO JULY 15—Continued

Company	Type of Worker ¹	Increase			Previous Rate or Range		Remarks
		Amount	Date Effective	Number Affected	Rate	Effective	
Standard Oil Company (Indiana)— <i>Continued</i>	S	See remarks	1-16-48	4,000	n.a.	n.a.	Employees represented by Central States Petroleum Union or Research and Engineering Professional Employees Association received a temporary increase of 8.2% (max. \$49.20) after prior temporary cost of living increases of 17.8% were transferred into base rates. (Int. Union Mine, Mill & Smelter Workers, CIO)
Tennessee Products & Chemical Corporation Lyles, Tenn.	WE	\$.08 and \$.12 hr.	3-16-48	320	\$.82 hr. average	3-16-47	
Tide Water Associated Oil Company.. Drumright, Okla.	WE	\$.105 hr.	7-1-48	236	n.a.	n.a.	Additionally, a cost of living bonus of \$17.30 mo. (equivalent to 10¢ hr.) became a part of base pay. (Oil Workers Int. Union, CIO; Int. Assn. Machinists)
	S	See remarks	7-1-48	36	n.a.	n.a.	5% increase (min. \$20—max. \$50). Additionally, a cost of living bonus of 7% (min. \$17.30—max. \$37.50), received since 10-1-47, became a part of base pay. (No union)
*The Timken Roller Bearing Company	WE	\$.14 hr.	n.a.	14,000	n.a.	n.a.	Additional 3.75¢ hr. based on wage inequities, retroactive to 12-23-43. Five Ohio plants affected. Announced 6-30-48. (United Steelworkers, CIO)
United Aircraft Corporation..... East Hartford, Conn.	WE	10%	6-7-48	7,400	n.a.	n.a.	Affects Hamilton Standard Propellers, Sikorsky Aircraft and Chance Vought Aircraft Divisions. (UAW-CIO; Int. Assn. of Machinists)
	S	10%	6-16-48	7,350	n.a.	n.a.	Affects all divisions. (UAW-CIO at Chance Vought Aircraft Division)
United States Rubber Company.....	WE	\$.11 hr.	6-28-48	35,000	\$1.3812hr.	2-1-47	Three weeks' paid vacation after 15 years' service. (United Rubber, Cork, Linoleum & Plastic Workers, CIO)
*Valley Motor Transit Company..... East Liverpool, Ohio	WE	\$.15 hr.	n.a.	80	n.a.	n.a.	Garage employees. Announced 6-10-48.
West Virginia Pulp & Paper Company. Mechanicville, N. Y.	WE	\$.11 hr.	5-3-48	1,150	\$1.04 hr. (male/lab.)	n.a.	(UMW, Dist. 50)
Westinghouse Electric Corporation... Pittsburgh, Pa.	WE	8% \$.09 hr. min.	6-11-48	66,000	n.a.	n.a.	One additional paid holiday, making total of 7. (United Electrical, Radio & Machine Workers, CIO; Int. Bro. Electrical Workers, AFL; 2,000 employees not represented by union)
	S	See remarks	6-11-48	5,000	n.a.	n.a.	Increase of 8% plus .5¢ hr. (min. 9.5¢ hr.; max. \$37 mo.) (United Electrical, Radio & Machine Workers, CIO)
	S	See remarks	6-11-48	12,000	n.a.	n.a.	Increase of 8.25% (min., 9.5¢ hr.; max. \$40 mo.) (Federation of Westinghouse Ind. Salaried Unions)
	S	See remarks	6-11-48	7,600	n.a.	n.a.	Increase of 8% plus .5¢ hr. or 8.25% (min., 9.5¢ hr.; max. \$40 mo.) (No union)
	S	See remarks	6-14-48	5,700	n.a.	n.a.	Increase of 8½% (max. \$50). Supervisory and administrative employees. (No union)
Wheelco Instruments Company..... Chicago, Ill.	WE	\$.10 hr.	3-13-48	113	n.a.	n.a.	(United Electrical Workers, CIO)
The White Motor Company..... Cleveland, Ohio	WE	\$.11 hr.	5-31-48	3,959	n.a.	n.a.	Increased call-in pay from 2 hours to 4 hours.
	S	\$19.25 mo.	5-31-48	950	n.a.	n.a.	3rd-shift night bonus increased from 7% to 10%. (UAW-CIO)
Willys-Overland Motors, Inc..... Toledo, Ohio	WE	See remarks	See remarks	7,500	n.a.	n.a.	Hourly-rated employees (approx. 3,300) received 13¢ hr. increase and pieceworkers (approx. 4,200), 5¢ hr. base rate increase, resulting in a rate of \$1.03 hr. for male and \$.88 hr. for female employees. Effective 6-1-48, provisions for cumulative vacation pay changed from 2.5¢ to 3¢ per hour worked (up to a max. of 40 hrs. per week) where service is less than 1 year; for over 1 year's service—from 3.5¢ to 4.5¢ per hour worked. For vacation year ending 5-31-48, the former group received a \$5 adjustment and the latter group a \$10 adjustment. (UAW-CIO)
	S	See remarks	n.a.	500	n.a.	n.a.	Increase equivalent to 13¢ hr. (\$5.20 wk or \$22.50 mo.) (UAW-CIO)

¹Type of worker: WE—wage earner; S—salaried employees.

*Obtained from press reports—information not verified.

n.a. Not available

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